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The Practice and Exploration of Construction Industry Worker Training and Evaluation

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Abstract

The Central Committee of the Communist Party of China and the State Council have recently announced the "Reform Plan for the Development of Industrial Workers in the New Era," which outlines the general ideas and systematic strategies for the construction and reform of industrial workers in the new era. My nation's vocational skills training has accomplished tremendous things and accumulated a great deal of experience. However, there are still numerous issues. Since 2016, the Guangzhou Housing and Urban-Rural Development Bureau has collaborated with the Guangzhou Urban Construction Vocational College and other institutions to conduct long-term practice and in-depth research in the training and evaluation of construction industry workers, as well as the construction and management of construction industry workers.

Keywords: Construction Industry Workers; Vocational Education; Vocational Training; Evaluation System

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1.Introduction

1.1 Research Background

Since the Communist Party of China's 18th National Congress, which focused on implementing the strategy of manufacturing a strong country and improving the overall quality of industrial workers, the Central Committee of the Communist Party of China and the State Council have issued the "Reform Plan for the Construction of Industrial Workers in the New Era," which put forward the overall ideas and systematic plans for the construction and reform of industrial workers. To speed up the government's efforts, the Central Committee of the Communist Party of China and the State Council recently issued three opinions, namely "Opinions on Improving the Treatment of Skilled Workers," "Opinions on Deepening the Reform of the Talent Development System and Mechanism," and "Opinions on Implementing a Lifelong Vocational Skills Training System." Function transformation, deepen the reform of the vocational qualification system, construct a vocational skill level system, improve the assessment system for skilled talents, and build a knowledge-based and skilled-based talent for the implementation of vocational skills improvement measures. The army of innovative workers provides excellent support services and fosters a social fashion of magnificent labor as well as a professional environment of excellence.

1.2 Research Objectives and Significance

Improving and perfecting the construction industry workers skills training evaluation system is a must in order to build the construction industry workers team in the new era. Not always necessary. This article will begin with research on the evaluation system of skills training for construction industry workers and will present suggestions for the evaluation system of skills training for my country's construction industry workers based on the current situation of China's construction industry workers.

2. Problem Statement

China vocational skills training work has always been focused on the needs of economic and social development, adhered to the service and employment orientation, pioneered and innovated, and forge ahead, achieving great results and gaining a lot of experience. However, the policy system for vocational skills training is not perfect, the social environment is not good, the level and quality of vocational skills training are uneven, there is still a gap between achieving high-quality employment, and there are still many questions when compared to the needs of future economic and social development.

2.1 The vocational training policy system is not yet complete, and policy implementation is lacking.

In my country, vocational training is primarily governed by the Vocational Education Law, the Labor Law, and the Employment Promotion Law. However, there are still gaps in legal protection and policy implementation in current vocational training work, and the supply of vocational training services cannot meet the needs of industrial transformation. The lack of special vocational training laws, as well as the lack of legal protection for construction workers throughout their careers, all contribute to the need for upgrading and rapid technological change. For example, the rights of construction workers to receive training are not strictly guaranteed by law, and the administrative departments responsible for construction worker training are unclear about their responsibilities, with significant regional differences. Because most training is done on the basis of engineering projects rather than individual workers, some workers can get training while others cannot, some workers have been trained multiple times while others have not. Construction workers' continuing education, advancement, and retirement are not legally guaranteed. Workers' skill levels, for example, can be upgraded after training, but their wages cannot. At the same time, the recently issued vocational training policy has yet to be implemented, and system construction is lacking. For example, vocational education promotes "industry-education integration and school-enterprise cooperation," but in reality, "schools are hot, and enterprises are unmotivated." Another example is that while vocational school education for school students is legal, it is difficult to implement vocational training after entering the workforce.

2.2 Inadequate coordination of competent departments, training subjects are autonomous

Currently, the government leads the evaluation of skills training for construction workers, which is carried out by the main body of training and separates training and examination. However, three departments are currently carrying out related skills training evaluation work at the same time. To begin with, the Ministry of Human Resources and Social Security's vocational skill level identification work is primarily carried out by technical schools, businesses, and social training institutions. Second, the Ministry of Education's "1+X" skill certificate evaluation work is primarily carried out by higher vocational colleges. Furthermore, the Ministry of Housing and Urban-Rural Development's vocational skills appraisal work is primarily carried out by schools, businesses, associations, and social training institutions. In fact, the three departments' goals are the same, but their starting points are not. Coordination between the three departments is insufficient, resulting in overlap and even work conflicts.

According to the "Vocational Education Law," training subjects include schools, enterprises, social training institutions, and other diverse subjects, and diverse training methods such as school-enterprise cooperation, integration of production and education, work-for-work, or apprenticeship training are encouraged. Simultaneously, the competent department is implementing the policy of "delegating power, delegating power, and serving," as well as the policy of "whoever trains is responsible." As a result, each training subject is self-taught and self-evaluated, and the training level and quality are uneven.

2.3 Inconsistent evaluation standards and disconnection between training content and actual work

Because vocational education involves at least three administrative departments, for example, vocational schools are managed by the Ministry of Education, technical schools are managed by the Ministry of Human Resources and Social Security, and vocational training is managed by the Ministry of Housing and Urban-Rural Development. The three departments each have their own policies and systems, and the evaluation standards, evaluation content, and evaluation methods are not all the same.

According to the "Vocational Education Law," vocational education should be guided by industry, and competent industry departments (such as the Ministry of Housing and Urban-Rural Development) should have a better understanding of industry development and enterprise needs and should guide and supervise vocational education. However, the industry authorities have no supervisory, let alone binding, power over vocational school education. At the same time, due to insufficient practice of integrating production and education in schools, deviations in the orientation of student training (partial management), and social discrimination against skill work, the training content is out of touch with the actual work, and the training process emphasizes theory over practical operation.

2.4 The social environment is unfavorable, and the training initiative and enthusiasm are not high

For starters, construction workers do not have a high social status. The current concept of "emphasizing academic qualifications while ignoring ability; emphasizing theory while ignoring operation" has not been fundamentally reversed from the perspective of the entire society. Skilled work is not appealing to young people and students. Not particularly motivated. Second, workers in the construction industry do not have adequate social security. At the moment, most construction companies do not sign long-term labor contracts with their employees and do not provide social security. Construction workers' skill level improves after training, which is not linked to their salary package. The administrative department lacks supporting measures for effective construction worker utilization following training. Furthermore, there is a lack of understanding about vocational training. Some businesses lack awareness of vocational training, lack responsibility, fail to play the primary role, and lack initiative and enthusiasm. Workers' right to choose and participate was not fully reflected and guaranteed in the training. Most of them are government organizations, and workers are passively accepted, which affects workers' enthusiasm for government-subsidized training.

3. Practice and exploration of training and evaluation of construction workers (taking Guangzhou as an example)

Guangdong Province, as a large construction province, is more pressing for the transformation and upgrading of the construction industry, as well as the needs of construction workers. Since 2016, the Guangzhou Housing and Urban-Rural Development Bureau has collaborated with Guangzhou Urban Construction Vocational College, Guangzhou Construction Group Co., Ltd., and Guangzhou Construction Industry Federation, among others, to make long-term efforts in the training and evaluation of construction industry workers, as well as the construction and management of construction industry workers.

3.1 Build a standardized training system to improve the overall quality of industrial workers

3.1.1 Establish a training mechanism and build a construction industry worker training network

Carefully compare the policy requirements for the construction of the industrial workforce, closely monitor the actual development of the industry, and based on the current situation of the construction of the construction workforce, strengthen macro guidance and top-level design, and establish the Guangzhou Municipal Bureau of Housing and Urban-Rural Development, and the Guangzhou Municipal Construction Industry Management Service Center., the grass-roots housing service center will also be established.

Innovatively implement measures such as skill improvement, teacher guarantee, question bank collection, mechanism construction, rights protection, and caring actions; explore the use of credit evaluation methods to guide and encourage the selection of construction craftsmen and skilled workers on project sites; and publish the "Guangzhou City Builds High-quality Projects to Promote Urban and Rural Construction High" "Quality Development Work Plan", which proposes to implement the aforementioned measures.

3.1.2 Establish training standards and standardize the skill improvement system for workers in the construction industry

It is committed to addressing the issue that the current construction industry skills assessment standards are uncoordinated with construction site requirements, and it coordinates the development of teaching programs for occupations such as "masonry workers, steel bar workers." The National New Occupational Work Catalogue will release the new occupation of "Assembly Construction Worker" in 2020, and the "Prefabricated Building Construction Training Course" will be compiled, covering the main types of assembly construction, such as component assemblers and grouting workers. The content includes course standards, teaching plans, assessment standards, assessment question banks, etc., improve the construction worker skills training assessment organization and implementation system, and establish occupational skills standards and evaluation norms for construction industry workers that emphasize practical skills, construction knowledge, teamwork, and other factors.

3.1.3 Build demonstration bases and gradually expand the scale of demonstration and cultivation bases

Construct a government-school-enterprise cooperation platform and a demonstration base for the cultivation of eleven types of construction workers, including prefabricated building component assemblers and grouting workers. Guangzhou has established mature construction industry worker training demonstration bases that have carried out a substantial amount of skill development work. They are the Guangzhou Urban Construction Vocational College demonstration base and the Guangzhou Construction Group Co., Ltd. demonstration base. The two bases train over 10,000 individuals annually, with many qualified trainees entering the Pearl River Delta region. The demonstration base, Guangzhou Panyu Technical Vocational College training base, Guangdong Construction Machinery Co., Ltd. training base, Guangzhou Construction Engineering Vocational School training base, etc. The Standard mandates pre-construction expenditures, and the scale of foundational construction is on the agenda.

3.1.4 Improve the quality of demonstration training projects and invest more in the cultivation of construction industry workers.

Since 2017, Guangzhou has implemented the construction industry worker demonstration training project, established a government-sponsored school-enterprise undertaking mechanism, and assisted construction enterprises in establishing construction worker cultivation partnerships. More than six hundred trainees have been trained in more than twenty training shifts covering six types of work, including component assembly workers, grouting workers, masonry workers, inlay workers, steel bar workers, and survey workers. Implementing characteristic incentive measures to support the employment or promotion of relevant students to take on leadership roles in construction site operations, as well as providing certain remuneration and grading incentives, has had a positive effect on the market, transforming these skilled and well-educated construction industry workers into Guangzhou's best and brightest. The "igniting force" of the city's construction industry workers. In addition, Guangzhou City has invested more than four million yuan annually since 2018 to conduct safety experience training activities for construction site employees. Equipped with VR software equipment and organized development of safety awareness education videos, more than 50,000 workers on Guangzhou construction sites have been trained, thereby enhancing their construction safety awareness.

3.1.5 Select tree construction artisans, and organize construction artisan skill competitions on a regular basis

The Guangzhou Construction Craftsman Skills Competition has been regularly held with high standards since 2016. Currently, 398 Yangcheng construction craftsmen have been chosen in six competitions, which has elicited positive responses from the industry and society. The first Yangcheng construction craftsman, Li Zhifang, was selected as a model worker of the national housing construction system, the deputy chief referee of the third Yangcheng Construction Craftsman Skills Competition, and a speaker at the 2017 "World Cities Day" forum. Tian Zhonggui, the third Yangcheng construction craftsman from the China Construction Fourth Bureau, progressed from a front-line worker to the assistant chief referee of the fourth and fifth ring competitions. The company made him an employee and aided in the development of Tian Zhonggui's innovative work. The company's annual capital savings and profits exceed six million Chinese Yuan. In the Guangdong Vocational Skills Competition for steel workers, the three steel bar apprentices he trained and guided for the company won first, second, and fifth place. These exemplary cases have significantly increased the sense of accomplishment among construction industry workers, as exemplified by construction craftsmen, and fostered an environment conducive to the development and growth of Guangzhou construction industry workers.

3.2 Implement a long-term service mechanism to enhance industrial workers' sense of gain

Develop an information platform for the construction industry in Guangzhou and implement systems including special account management for migrant workers' wages in the engineering construction industry, real-name management, and wage security. To date, Guangzhou's construction projects have amassed a total of 1.9155 million real name registered workers, and 47.28 billion yuan have been paid in wages via the platform. Provide construction workers with online training, job search information, construction craftsman development tracking, and other convenient services; combine construction worker data with daily supervision services; innovate and establish an early warning mechanism; and protect the legitimate interests of industrial workers with regard to compensation, skill improvement, employment information.

3.3 Investigate the establishment of a comprehensive construction industry training mechanism

Further, clarify the positioning of the government and the market, adhere to the principle of "government promotion, market leadership, and social co-construction and sharing," and broadly mobilize the forces of market players such as construction enterprises and construction vocational colleges, give full play to the role of industry associations and industry management bridges, and promote the development of the construction industry. Industry resources and construction site requirements are tightly intertwined to improve the skills and provide quality training for construction industry employees. From the perspectives of "cultivation, assessment, use, incentives, and guarantees," a comprehensive mechanism and system for training industrial workers has been established. Guangzhou Municipal Bureau of Housing and Urban-Rural Development issued "Implementation Opinions on Accelerating the Cultivation of Guangzhou Housing Construction Industry Workers (Draft for Comment)" in July 2021. The supporting implementation measures include ten distinct policies, such as the establishment of a database of skilled workers and the application of incentives.

The first is to encourage bidders to choose bidders with skilled workers (particularly self-skilled workers) and to include skilled workers in bid considerations.

The second step is to compare the real-name management and other data of the Guangzhou Construction Management Platform, conduct supervision and inspections regarding the use of skilled workers to perform on-site operations for enterprises that have invested in skilled workers in the winning projects, and record the pertinent information in the comprehensive integrity evaluation or credit records of enterprises and individuals.

The third objective is to establish and continuously enhance standards for the on-site staffing of skilled workers in accordance with the nature, scope, and implementation phase of the project. According to the construction characteristics of the project, support the enterprise in the construction design organization, synchronously configure the proportion of skilled workers, and optimize the team collocation, take the lead in piloting the prefabricated housing construction project, summarize the implementation experience of the pilot project, and extend it gradually to the prefabricated housing construction project in the city. In the concluding coverage of the city's housing development projects.

The fourth objective is to gradually establish a market-oriented salary information release mechanism for skilled workers and to direct construction companies to link the skill level of skilled workers with incentive policies, such as salary, so that those with more skills and those who work more will receive higher compensation.

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The Mediating Role of Covid-19 Environment on Portfolio Allocation Decision. A Case Study in Malaysia.

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Abstract

Economic and financial theories presume that individuals make decision based on bounded rationality, by taking into all the available information. Economists believe in classic models of rational market behaviour in decision making process and so do not consider irrational behaviour. The fact that uncertainty causes people to make irrational decisions, however, shows that there is an element lacking from traditional theories of rational market behaviour. Therefore, it is essential to carry out study on the behavioural aspects that affect people's decision-making in developing countries like Malaysia, which previous studies have neglected. This study fills in the gaps in the literature by looking at the major five behavioural traits (Openness, Conscientiousness, Extraversion, Agreeableness, and Neuroticism- OCEAN) and how they affected the portfolio allocation decision in five Malaysian states during the COVID-19 outbreak. The findings indicate that Openness and Agreeableness have a statistically significant positive relationship with investors' decisions regarding portfolio allocation and that COVID-19 does mediate the cause-and-effect relationship between OCEAN and decision-making. A total of 199 survey questionnaires were collected through random sampling and analysed using SPSS and SPSS AMOS. Structural equation modelling (SEM) was used to validate the measurement model and test the hypothesis.

Keywords: Epidemic, Financial traits, Individual investors, Pandemic, Personality, Traits.

1. Introduction

COVID-19 pandemic had hit hard on the global economy, leaving everyone an insecure feeling, not knowing where the economy is heading to. The outbreak of COVID-19 on the 30th of January 2020 significantly disrupted human life in every aspect. It has dramatically impacted the financial market too. It spread so quickly that government across the world has to take the most challenging decision of lockdowns. The pandemic is having a rapid impact on Malaysia's economy (Hasanat, 2020). One of the most affected sectors is the Malaysian Stock Exchange (MSX).

Behavioural finance explains why individuals do not always make rational decision as what they are expected to behave and why financial market do not behave, the way it should be. According to recent studies, average investors make judgements based on emotion rather than logic. The majority of investors buy based on excessive speculation and sell based on panic. According to psychological studies, the joy of earning is less than the anguish of losing money in an investment. As a result, behavioural finance qualities have a significant impact on individuals' investment decisions.

(Wang, 2014) and (Muhammad Zubair Tauni & Zia-ur-Rehman Rao & Hong-Xing Fang & Minghao Gao, 2017) were the first two publications based on ASEAN countries, published on investing and behavioural finance. Personality qualities were explored as a modulator between investors' emotions and investing results by (Wang, 2014). It was a descriptive analysis research. The researcher gathered information by distributing 1403 questionnaires in 35 different municipalities in China. In this research, (Wang, 2014) revealed that positive emotions have positive relationship with investment return and vice versa. He also shown that neuroticism's moderating influence is significant.

Using a questionnaire survey of 333 individual investors, (Tauni, 2015) studied the big five personality framework as a moderator between information acquisition and trading frequency in the China future market. Extraversion and conscientiousness, according to (Tauni, 2015), positively impact the link between information acquisition and trading.

Unfortunately, the majority of current behavioural finance research contributes to market personality traits by focusing on investors risk and return expectations. Moreover, these studies were conducted in other parts of the world and in the absence of the global health disaster. To the authors' best of knowledge, there are very limited investigation on this topic that has been conducted, especially during the COVID-19 pandemic and this field of research remains relatively under-examined.

Based on the underlying theories of Modern Portfolio Theory (MPT), Efficient Market Hypothesis (EMH), Prospect Theory, and the Five Basic Personality Theory, this research aims to investigate where investors fall on the personality spectrum and how that influences their investment decisions during the COVID-19 pandemic. The main research question is:

- To what extend OCEAN affects the retail investors portfolio allocation decisions during COVID-19 pandemic in Malaysia?
- Does COVID-19 explain for the variation in the independent variables and dependent variable in a substantial way?

2. Literature Review

2.1 Behavioural Finance and Investment Review

According to G.C Seldon 1912, the stock market is made up to 75% psychological factors and 25% financial factors. The author believes that market price movements are heavily influenced by one's mental attitude. Followed by (Festinger, 1957) study of Cognitive Dissonance, which has generated hundreds and hundreds of studies about the determinants of attitudes and beliefs, values, consequences of decisions, and other psychological factors. Risk aversion and utility function are described by (Pratt, 1964).

In the 1980s, a new paradigm called Behavioural Finance emerged, which "studies how people actually behave in financial situation." It is a study of how psychology influences financial decisions, organizations, and financial markets in particular" (Nofsinger, 2001). Behavioural finance attempts to combine classical finance theories with cognitive psychology in order to develop a more comprehensive account of human behaviour in the decision-making process (Thaler, 2005).

(Shefrin, 2000) investigated how psychology influences financial decision-making and the stock market. (Ricciardi, 2000) investigated the emotional biases of investors and the extent to which they influence their decision-making process.

2.2 Personality Traits and Investment Review

(Priyadharshini, 2020), investigated on the psychological characteristics influencing investment choices, in a study "Influences of Big 5 Personality Traits on the Investment Decision of Retail Investors." This study revealed, investors are influenced by conscientiousness trait 64%, openness 59%, agreeableness 56%, neuroticism 34%, and no extraversion effects influences investors investment decision.

(A. Seetharaman & Indu Niranjan & Nitin Patwa & Amit Kejriwal, 2017), indicated that Asset Familiarity and Investment Objectives have the strongest impact on investors behavioural, influencing the choice of portfolio allocation. (Raheja, 2017), analysed the relation between the investors' behavioural traits, behavioural biases, and investment decision. The study revealed, the relation between behavioural traits and behavioural biases to be statistically significant.

(Chitra, 2011) squabble that the influences of behavioural traits on investment decisions is more, as averse to the demographic variables. (Lin, 2011) investigated the impact of demographic factors and psychological effects on the psychological behaviour bias of stock investors. Conscientiousness, extraversion, neuroticism, and openness were found to have a substantial impact on investor behaviour in this study.

2.2.1 Independent Variables Hypothesis Development

People who are open to trying new things, "thinking outside the box," and engaging in intellectual and imaginative pursuits are described as open. As a result, persons who fall under this category are positively connected with intelligence and achievement (Douglas, 2016). Furthermore, this group of people values consistency and is averse to change or attempting new things. According to studies, people with the openness characteristic are information searchers (Heinstrom, 2003), clever, knowledgeable, and capable of critical problem-solving thinking. As a result, they avoid overtrading and make the best selections possible (Borgatta, 1964); (Zhang, 2014).

Investors with the openness attribute are willing to adjust their portfolio allocation based on current market movements and absorb fresh market knowledge (Pak, 2015). As a result, this research concluded that openness is positively connected to excessive trading, and that, these investors would make the best investment portfolio decisions during the COVID-19 pandemic due to market conditions and daily fresh information releases. (Zhang, 2014); (Borgatta, 1964).

H1: Openness has a significant positive impact on retail investors' decision on portfolio allocation.

Conscientiousness narrates a persons' ability to synchronize their impulse control to engage a goal-driven behaviour (Morse, 2019). Conscientiousness people are considered competence, dutifulness, organized, achievement striving, self-discipline, and deliberation, whereas non-conscientiousness people are considered unenthusiastic in goal-driven behaviour and pleasure-seeking (Costa, 2008).

Some research has found a link between conscientiousness and investment decision-making (Priyadharshini, 2020), whereas others have found no such link. People that are conscientious are very attentive, confident, and have very clear investment goals, according to (Pak, 2015); (Zhang, 2014). As a result, they do not invest excessively in a single investment. These individuals make decisions based on sufficient information and experience, and they manage their temptation to invest when stocks are high and sell when stocks are low (Camgoz, 2011). As a result, H2 was created to investigate the impact of conscientiousness on decision-making in the setting of the COVID-19 pandemic.

H2: Conscientiousness has a significant positive impact on retail investors' decision on portfolio allocation.

Extraversion people are positive thinkers and seeks interaction with environment. Extraversion people are considered sociable, excitement seeking, enjoy being in centre of attraction and outgoing, but lack in critical analysis because overly focused on external events. People who are not extraversion prefers solitude, reflective, reserved, shy, and prefer to be alone, but not necessarily suffer from social anxiety or unhappy (Costa, 2008).

(Durand, 2008) shown that people with the extraversion characteristic make fair investing judgments because their social nature allows them to receive adequate information on the market environment. As a result, this research hypothesised that extraversion investors are emotionally stable and seek assistance on decision-making processes, making them more attuned to investment information and, as a result, making appropriate portfolio allocation decisions during the global health crisis.

H3: Extraversion has a significant positive impact on retail investors' decision on portfolio allocation.

Agreeableness trait refers to how a person treat others. People who falls under Agreeableness trait are sympathetic and willing to help others who are in need, and believe that others will do the same. They are straightforward, trustworthy, compliance, modesty, and empathy. Contrast to that, people who do not have Agreeableness trait are sceptical, demanding, belittle others, stubborn, unsympathetic, show-off and competitive rather than cooperative (Costa, 2008).

Numerous studies states that Agreeableness investors tend to invest more compared to investors who don't fall under this category (Durand R. N., 2013); (Zhang, 2014); (Tauni, 2015). However, they find it difficult to make their own decisions and follow others that lead to herding behaviour. A most recent study (Chang, 2020) and (Kizys, 2021) highlighted significant herding behaviour in investment allocation during COVID-19 pandemic. Therefore, this hypothesis was developed to study if

Agreeableness traits engage investors to make the right decision on portfolio allocation in the global health crisis.

H4: Agreeableness has a significant positive impact on retail investors' decision on portfolio allocation.

Individuals with neuroticism are emotionally unstable. People with the neuroticism trait are illogical, fragile, anxious, and have significant mood swings. They are more likely to experience unpleasant emotions like rage and fear. People who lack this feature, on the other hand, are more emotionally stable, confident, and capable of facing challenges and hardship without becoming agitated (Costa, 2008). Neuroticism has a negative impact on decision-making, according to (Priyadharshini, 2020). Investors with the Neuroticism attribute invest less, according to (Durand R. N., 2013). Many researchers, on the other hand, disagreed. Investors with high levels of neuroticism demonstrate intense emotion, impulsive behaviour, and a proclivity to invest more, especially when they receive investing advice from financial consultants (Durand R. N., 2008); (Tauni, 2015); (Tauni M. F., 2017) and (Zhang, 2014). As a result, the goal of this study was to see if neuroticism influenced their portfolio allocation decisions during the COVID-19 epidemic. They invest more when they receive investing advice from financial consultants (Durand R. N., 2008); (Tauni M. Z., 2015) & ((Tauni M. F., 2017); (Zhang, 2014)

H5: Neuroticism has a significant negative impact on retail investors' decision on portfolio allocation.

2.3 Impact of Pandemic COVID-19 Crisis on Investment Review

During COVID-19, (Wang F. Z., 2021) investigated the impact of investment behaviour on financial markets in the UK. The association between risk perception and general risk to tolerance over COVID-19 uncertainty was investigated by the author. They discovered that COVID-19 has a moderating effect on the connection between the variables. The findings suggest that financial risk tolerance is taken into account as an attitudinal factor while making financial decisions.

Another study by (Gurbaxani, 2021), looked at how the COVID-19 epidemic has influenced investment and financial decisions in small towns in developing countries like India. Individual income is affecting significantly by the country's attempts to limit the spread of COVID-19. According to the study, such policies have a negative impact on people's saving and investing habits. Investors were more risk averse, preferring a safe, low-risk investment with a moderate return.

According to a study done in Shanghai by (Naseem, 2021), investors psychology was negatively related to three selected stock market under psychological resilience and pandemic pressure. Individuals were more concerned about their lives and less about leisure and wealth. The finding proves that, people tend to develop avoidant behaviour and strictly follow the social norms due to the pandemic severe effects (Cao, 2020); (Lai, 2020); (Sarfraz, 2020). As a result, it affected the economic condition and financial position of individual and global investors.

The author, (Parveen, 2021), concluded that the pandemic created fear and uncertainty among the market participants and behavioural heuristics and biases negatively influenced investors decisions on Pakistan Stock Exchange. This research was proven by using structural equation model.

A numerous study has been conducted in 2020 and 2021, on the behavioural finance and portfolio allocation decision by individual investors before and during COVID-19. For example; (Himanshu, 2021) studied on the risk and return expectations of individual investors on reallocating their portfolios. The study was conducted in Delhi and Mumbai. Their findings concluded that during COVID-19, risk-free investment avenues were more popular. Insurance investments were the top preferred investment. Most of the investors stated to relocate their portfolios towards a conservative portfolio.

Another study by (Puvannambehay, 2021), investigated the performance of equity unit trust funds and fixed income unit trust funds during COVID-19. This finding revealed that average systematic risk for a fixed income is lower than the systematic risk for an equity fund.

According to a recent study, "What Drives Excess Trading During the COVID-19 Epidemic?" (Nie Chin, 2021), underlying psychological and sociological characteristics such as openness and agreeableness have a substantial impact on trading frequency during the pandemic. Gender, age, marital status, education level, and income level are all mediator characteristics that have a substantial positive link with trading frequency.

2.3.1 Mediator Hypothesis Development

Few research on investment behaviour in the context of COVID-19 have been conducted in the recent two years, and it has been discovered that there is a change in investment choice during COVID-19. In India, (Gurbaxani, 2021) discovered a 43 percent drop in SIP investment. Investors begin reallocating their portfolio during COVID-19, according to (Himanshu, 2021). As a result, COVID-19 is thought to mediate the causal relationship between the 5 Big Behavioural Finance traits and investors' decision on portfolio allocation.

H6: COVID-19 mediates the outcome of the cause-and-effect relationship between the 5 Big Behavioural Finance factors and decision on portfolio allocation.

3. Material and Methods

The research method employed in this study is based on the (Saunders, 2009) which starts with research philosophy, then carries on to research approaches, research types, research strategies, research choices, time horizons, data collection techniques, and finally study analysis. The sample of respondents consisted of retail investors over the age of 18 from Penang, Perak, Kuala Lumpur, Selangor, and Negeri Sembilan in Malaysia. A pilot test was conducted to ensure the reliability of the online survey questionnaire that was used to gather the data for this investigation. 199 retail investors were chosen for sampling using a random sampling strategy. For model fitting and analysis, Excel, IBM SPSS, and SPSS AMOS software have been utilised. This study's analysis included descriptive statistics, multiple regression, Cronbach's alpha, exploratory factor analysis (EFA), and structural equation modelling (SEM). Confirmatory Factor Analytical (CFA) was used during the pilot test phase to ensure that the quantities of components recovered by the analysis technique and those created by pre-existing theories (Liu, 2009).

4. Results and Discussion

4.1 Demographic Analysis

The 199 reported respondents, of which 59.8% (n=119) are female and 40.2% (n=80) are male, provided a response rate of 66.33%. Selangor has the highest percentage of respondents (49.7%, n=99), followed by Kuala Lumpur and Pulau Pinang (13.1%, n=26), Negeri Sembilan (12.6%, n=25), and Perak (11.6%, n=23). The majority of the respondents are young adults under 51 years old, and 70.9% (n=141) of them are married, with a high school diploma or certificate as a minimum, 174 respondents (or 97.5%) are regarded as having decent education. Out of this, 63.3% (n=126) respondents are now investing for a period of time longer than 5 years in investments with high, moderate, or low risk. Only 15.1% want their investment rate to grow quickly and prefer high risk investments, while 48.2% (n=96) prefer moderate risk and 40.2% (n=80) want low risk. This implies that the majority of them favour stable growth rate investments.

4.2 Frequency Analysis

The personality qualities are divided into two groups for this study: low score traits and high score traits. Those with low score traits choose a value between 1 and 3, whereas those with high score traits select a value between 4 and 6. The study's findings demonstrate that all four traits, Openness, Conscientiousness, Extraversion, and Agreeableness, are skewed toward the high-scoring categories, with the exception of neuroticism, which has a larger value in the low-scoring category. The frequency of retail investors' decision on portfolio allocation suggests that respondents are generally optimistic about investing but are wary about high-risk investments and risk-taking behaviour. The investing pattern mostly remained consistent, according to the COVID-19 mediating factor's frequency study. 68.8% (n=136) of investors still favour low risk, while 53.3% favour moderate risk. The poll also reveals that 38.2% (n=76), a mere 7% decline from previously, still choose high-risk investments and are satisfied with their earnings.

4.3 Descriptive Analysis

The results of the descriptive analysis demonstrate that the traits of Openness, Conscientiousness, Extraversion, and Agreeableness have a mean ranging from 3 to 5 (SD= 0.9 to 1.5), indicating that responders in each of the variables have a high score trait and the variables have moderate to high influence. The neuroticism trait, on the other hand, has a low score, with a mean value ranging from 2 to 3 (SD= 1.3 to 1.6), indicating that the factor has a low impact. In the dimension of decision making, all the 11 items have a moderate degree of impact with mean of each variable ranging from 3 to 5 (SD= 1.1 to 1.5). Except for the Neuroticism trait, which has a positive skewness, skewness analysis shows that all four independent variables—Extraversion, Openness, Agreeableness, and Conscientiousness—and dependent variable are negatively skewed. The mediating variable exhibits a positive skewness. However, the kurtosis analysis reveals that every variable is platykurtic.

4.4 Factor Analysis

A total of 25 elements were broken down into 5 main components using factor analysis, with an average communality value greater than 0.4. KMO rating is at 0.895, which is considered good and acceptable. Indicating a high degree of correlation between variables, the Bartlett's Test of Sphericity is significant at a level less than 0.05. In order to align the results with the proposed measurement model, the variable consistency to the concept was assessed using exploratory factor analysis. After several iterations of removing unsuitable variables, the variables are grouped into five factors, with Eigenvalue > 1.089, KMO = 0.895 (sig. = 0.000), percent of total variance explained = 61.41 percent, and all factor loadings above 0.4.

4.5 Reliability Test Analysis

Using the Cronbach's alpha coefficient to measure inter-item consistency, the reliability value was found to be larger than 0.5 and the corrected item-total correlation for all items is greater than 0.30. The result found to be statistically significant (p value < 0.05).

4.6 Multiple Regression Analysis

R has a value of 0.621 and the R-square is 0.385. R is the coefficient of correlation between dependent variable (DV) and the independent variable, whilst R-squared is the square of this coefficient and represents the percentage of variation explained by the regression line out of total variation. The result shows that 38.5% of the total variation in Retail Investors Decisions' on Portfolio Allocation (DV), is explained by the regression and that DV and IV have a coefficient of correlation of 62.1%, as shown in table 1 below.

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.621[a]	0.385	0.369	6.615	0.385	24.178	5	193	0.000

a. Predictors: (Constant), Total_Cons, Total_Neuro, Total_Open, Total_Agree, Total_Extra

b. Dependent Variable: Total_DV

Table 1: Multiple Regression Analysis Summary. Source: SPSS

According to a widely used benchmark, the R-square for this study is low; yet, the standardised residuals in the normal P-P plots of regression reveal a normal distribution, despite the low R-square value. This is seen in figure 1 below by the arrangement of the data along the straight diagonal line. It therefore suggests that there are no problems with normalcy or linearity. Any study that makes an attempt to forecast human behaviour is likely to have an R-square value of less than 50%, according to (Frost, 2018). R^2 is not a reliable indicator of the goodness of fit, according to (Ross Fonticella, 1999). We shouldn't disregard the data and search for trending information from other sources when R^2 is not higher than some arbitrary benchmark. As a result, this model was thought to be important for this investigation.

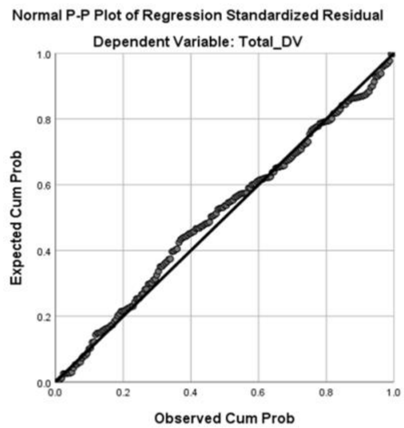

Figure 1: P-P Plot Regression Standardized Residual

The ANOVA (Table 2) results show statistical significance (F=24.18, p <.005), indicating that the population R-square is significantly higher than zero.

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5289.367	5	1057.873	24.178	.000[b]
	Residual	8444.553	193	43.754		
	Total	13733.920	198			

a. Dependent Variable: Total_DV
b. Predictors: (Constant), Total_Cons, Total_Neuro, Total_Open, Total_Agree, Total_Extra

Table 2: Multiple Regression ANOVA Analysis

The coefficient table (Table 3) shows that the Open and Agree t-statistics are statistically significant because the p-value is less than .05. However, as Extra, Neuro, and Cons have t-statistics greater than .05, these three variables are not statistically significant.

Coefficients[a]								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	7.905	3.681		2.148	0.033	0.645	15.165
	Total_Extra	0.210	0.172	0.108	1.221	0.224	-0.130	0.550
	Total_Neuro	0.142	0.099	0.087	1.441	0.151	-0.053	0.337
	Total_Open	0.619	0.149	0.325	4.154	0.000	0.325	0.913
	Total_Agree	0.573	0.156	0.292	3.661	0.000	0.264	0.881
	Total_Cons	0.013	0.142	0.008	0.092	0.927	-0.268	0.294

a. Dependent Variable: Total_DV

Table 3: Multiple Regression Coefficients Analysis

4.7 Mediator Effect Analysis

The direct effect (b=.5731, se=.0832, p<.001) from Openness trait to mediator was positive and statistically significant. The path (direct effect) from Openness to investors' decision was positive and statistically significant (b=.6130, se=.1052, p< .001) in the total investors' decision outcome, indicating that those who scored higher on the Openness trait are more likely to have an impact on investment decision than those who scored lower on the measure. COVID-19 (Mediator) has a positive and statistically significant direct influence on investment choice (b=.7575, se=.0808, p< .001), indicating that COVID-19 pandemic is more likely to have an impact on investment decision. The indirect impact (IE=.4341) is statistically significant in this circumstance; 95 percent confidence interval (.2668, .6259).

The direct effect (b=.3213, se=.0734, p< .001) from Conscientiousness trait to mediator was positive and statistically significant. The path (direct effect) from Conscientiousness to investors' decision was positive and statistically significant (b=.4221, se=.0836, p< .001) in the total investors' decision outcome, indicating that those who scored higher on the Conscientiousness trait are more likely to have an impact on investment decision than those who scored lower on the measure. COVID-19 (Mediator) has a positive and statistically significant direct influence on investment choice (b=.8485, se=.0775, p< .001), indicating that the pandemic is more likely to have an impact on investment decision. The indirect impact (IE=.2726) is statistically significant in this circumstance; 95 percent confidence interval (.1489, .4269).

The direct effect (b=.5181, se=.0873, p< .001) from Extraversion trait to mediator was positive and statistically significant. The path (direct effect) from Extraversion to investors' decision was positive and statistically significant (b=.4928, se=.1080, p< .001) in the total investors' decision outcome, indicating that those who scored higher on the Extraversion trait are more likely to have an impact on investment decision than those who scored lower on the measure. COVID-19 (Mediator) has a positive and statistically significant direct influence on investment choice (b=.8207, se=.0812, p< .001), indicating that a COVID-19 pandemic is more likely to have an impact on investment decision. The indirect impact (IE=.4253) is statistically significant in this circumstance; 95 percent confidence interval (.2542, .6150).

The direct effect (b=.5228, se=.0880, p< .001) from Agreeableness trait to mediator was positive and statistically significant. The path (direct effect) from Agreeableness to investors' decision was positive and statistically significant (b=.6279, se=.1054, p< .001) in the total investors' decision outcome, indicating that those who scored higher on the Agreeableness trait are more likely to have an impact on investment decision than those who scored lower on the measure. COVID-19 (Mediator) has a positive and statistically significant direct influence on investment choice (b=.7824, se=.0786, p< .001), indicating that a COVID-19 pandemic is more likely to have an impact on investment decision. The indirect impact (IE=.4091) is statistically significant in this circumstance; 95% confidence interval (.2422, .6107).

The direct effect (b=.0460, se=.0795, p > .001) from Neuroticism trait to mediator was positive but statistically insignificant. The path (direct effect) from Neuroticism to investors' decision was negative and statistically insignificant (b=.-.0855, se=.0877, p > .001) in the total investors' decision outcome, indicating that those who scored lower on the Neuroticism trait are more likely to have an negative impact on investment decision than those who scored higher on the measure. COVID-19 (Mediator) has a positive and statistically significant direct influence on investment choice (b=.9681, se=.0785, p< .001), indicating that a COVID-19 pandemic is more likely to have an impact on investment decision.

The indirect impact (IE=.0446) is statistically significant in this circumstance; 95% confidence interval (-.1177, .1870).

4.8 Structural Equation Modelling Analysis

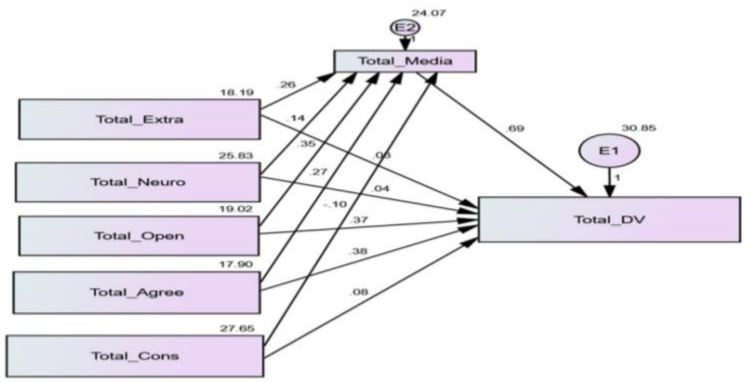

Figure 2: Structural Equation Modelling

Structural Equation Modelling (SEM) is used to depict relationships between variables. With GFI (Goodness-of-Fit Index) = 0.995, TLI (Tucker-Lewis Coefficient) = 0.979, CFI (Comparative Fit Index) = 0.998, RMSEA (Root Mean Square Error of Approximation) = 0.056, NFI = 0.995, CMIN/df = 1.619, SRMR = 0.041, P close 0.348, and p-value >.05, the structural model fit is considered as excellent. These indices show that the model has a high predictive validity for the surveyed data.

5. Conclusion

The empirical results suggest that Openness and Agreeability are the main factors influencing Malaysian investors' decisions concerning portfolio allocation, and the mediating effect of COVID-19 is statistically significant in mediating the impact of the cause-and-effect relationship between the five behavioural finance factors and portfolio allocation decisions.

Hypothesis	Relationship	Beta	S.E	t-value	p-value	Result
H1	Openness ---> Portfolio Allocation Decision	0.619	0.149	4.154	0.000	Accepted
H2	Conscientiousness ---> Portfolio Allocation Decision	0.013	0.142	0.092	0.927	Rejected
H3	Extraversion ---> Portfolio Allocation Decision	0.21	0.172	1.221	0.224	Rejected
H4	Agreeableness ---> Portfolio Allocation Decision	0.573	0.156	3.661	0.000	Accepted
H5	Neuroticism ---> Portfolio Allocation Decision	0.142	0.099	1.441	0.151	Rejected

Table 4: Hypothesis Analysis Result

	Standard Estimation	p-value	Result
Openness	0.5497	***	Significant Impact
Conscientiousness	0.4397	***	Significant Impact
Extraversion	0.4713	***	Significant Impact
Agreeableness	0.5282	***	Significant Impact
Neurotism	-0.025	0.7259	Insignificant Impact

Table 5: Mediating Effect Analysis

In conclusion, H1, H4, and H6 are accepted whereas H2, H3, and H5 are rejected. This study discovered that Malaysian individual investors are less risk-tolerant and gravitate toward generally safe investments while making investment decisions during the COVID-19 epidemic. As a result, it demonstrates that individual investors in Malaysia are generally optimistic and majority of them preferred low-risk investments.

This shift could be attributed to the current state of uncertainty, which includes not only the financial market environment but also global changes. Furthermore, the current financial situation surrounding COVID-19 has left everyone wondering what will happen next. People are afraid of the COVID-19 crisis since it is the first pandemic to strike the modern world. As a result, as evidenced by the findings of this study, psychological considerations have a significant impact on their decision-making. A person's personality traits are the result of a combination of elements such as upbringing, moral values, religious beliefs, and social conditioning factors applicable to the many social groups with which an investor identifies. As a result, these factors could be to accountable for the disparity in results when the same study was conducted in Malaysia.

In terms of its theoretical contribution, this research shows that, in the event of a global pandemic, investors act irrationally in order to maximise their wealth. Despite the pandemic, 42% of investors still favour high-risk ventures and are satisfied with the results. It shows that, in the face of uncertainty, Malaysian investors make irrational choices based on their beliefs. This study proves the pattern of investors' decision-making depending on their personality attribute that leads to emotional process, and to what extent it influences decision-making from a human perspective during a pandemic. The study shows that before the pandemic 71% of investors in Malaysia prefers high risk investment, 67.7% prefers moderate risk investment, and 16.1% prefers low risk investment. However, during the pandemic, 54.9% prefers low risk investment and 42% prefers high risk investment. Moderate risk investment was not preferred at all.

Practically, this study will help financial policymakers adjust their policies in light of current pandemic crises and plan for future pandemic situations. The research aids economists and financial market regulators in developing current regulations based on human behaviour when making investment decisions in the face of uncertainty. Financial planning and forecasting can have a favourable impact on financial planning and the market if done correctly. By analysing investors' personalities and suggesting the optimal investment for them, this research can also assist financial advisors in changing people's perceptions of greater uncertainty.

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A Student's Intentions to Replace Off-Line Payment with Continuous Education College's Financial Management Information System Application, China

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1. Introduction

Since entering the new century and new era, China's continuing education has been remarkable. According to the "Implementation Opinions of the Ministry of Education on Promoting the Reform of Continuing Education in General Higher Education in the New Era" in August 2022, continuing education in higher education is an important part of higher education, an important element in building an education system that serves lifelong learning for all, and an important way for the people to create a better life and achieve common prosperity. In recent years, the rapid development of academic continuing education held by general higher education institutions has made important contributions to the promotion of mass and universal higher education and educational equity, as well as to economic and social development and the construction of a learning society. The Opinions propose to promote digital transformation and development and enhance digital public services.

Based on the business development status of the College of Continuing Education in the era of big data, smart financial management emerges at a historic moment. Moreover, as mobile terminal devices have penetrated People's Daily life, people's consumption modes and means of payment have undergone tremendous changes, and consumption concepts and behavior cannot be ignored. In particular, colleges and universities have diversified payment items and amounts. However, few schools will pay attention to the charging system of continuing education college alone. Because the running mode and daily management operation mode of continuing education training programs are different from those of traditional universities, it is difficult to apply the traditional university information system to continuing education college. (Wei Huihui, 2015) The financial management information system is a networked information platform, which can realize the sharing and high integration of financial information. Financial personnel through this platform can be real-time and accurate understanding of the whole school all the usage of funds, and the financial information processing and analysis and monitoring, provide the basis for leadership decision-making, school each related department can get need financial information, through this platform to realize the financial information of the paperless transfer between different departments, improve the level of the financial information resources sharing.(Yuan Yu, 2022) is the use of modern information technology college finance information of restructuring, financial work pattern in colleges and universities using information, the financial information integration, integration and optimization, establish the financial information system, to provide accurate, comprehensive and timely financial information, share resources of school internal, provide effective data support for management decisions.

2. Definitions of the Study

2.1 Definition of financial management information system Use behaviour

The financial management information system in the article is referred to as” FMIS”.

The definition of "management information system can be described: a people-oriented, using computer hardware, software, network communication equipment and other office equipment, information collection, transmission, processing, storage, update and maintenance, enterprise strategic competition, to improve the effectiveness and efficiency, for the purpose of supporting enterprise high-level decision, middle control, the basic operation of the integrated man-machine system"(zhuyu,2016)

The concept of consumer behavior arises in the course of psychological and social science research. Intention is the antecedent and necessary process of behavior. Consumer intentions will influence behavioral decisions (Icek Ajzen and Driver,1991). confirmed that users' willingness to use determines their choice of shops and decision-making of trading behavior. Therefore, users' use behavior of online payment can be predicted by their attitude and behavioral intention. In this study, consumer attitude refers to the positive or negative subjective tendency of users to use online payment. When users have a more positive attitude towards online payment, they are more willing to use it and have an obvious preference when making behavioral decisions. (Pavlou,2003)

2.2 Dimension of Use behaviour

Dimension of Perceived risk

It points out that perceived risk can be divided into the following categories: financial risk, possible capital loss; Performance risk, the product is not so good, the possibility of work there are risks; Physical risk, the possibility that the product may harm the user; Psychological risk, that is, the purchase process and environment do not meet customer expectations. This risk refers to the risk that a consumer's purchase behavior will cause the rest of society to have a different view of the consumer. Many scholars have found that personal perception of security risks and the above risk forms will significantly affect consumers' online purchase intention. Bauer (1960).

Dimension of Quality of service

It is considered that the service quality is a kind of subjective feeling about the service produced by the user after purchasing the product or service, and it is a comparison between the expected quality and the actual perceived quality of the consumer before purchasing. If the actual experience of consumers is lower than the expected expectation, they will think that the service quality is low. If the actual experience of consumers is higher than the expected expectation, then they will think that the service quality is better. Gronroos (1982).

Dimension of Facilitating conditions

Convenience conditions refer to the favorable and objective factors provided by the surrounding environment and resources to support learners to achieve their learning goals in the process of completing specific experimental tasks. Zheng Ling (2020). Facilitating conditions include technical conditions, technical services, etc., which support the use of information technology for individuals by society or organizations. According to Ajzen (1985), the decision-making of individual behavior is influenced by both internal and external factors. In addition to being regulated by an individual's own will, external factors such as resources and environment will also play a role in the decision-making of individual behavior.

2.3 Theoretical Framework

The theory of expected valence

Expectation theory, also known as valence - means - expectation theory, is a theory of management psychology and behavioral science. The theory can be formulated as excitatory power = expected value × valence. It is a motivation theory put forward by Victor H. Vroom, a famous North American psychologist, and behavioural scientist, in Work and Motivation in 1964. The theory of expected valence extends the implications of costs and benefits by increasing the probability of assessing the occurrence of each alternative. The theory holds that decisions should be made based on the following two factors :(1) the value of each possible outcome or choice; (2) The probability or "expectation" of the actual occurrence of each possible outcome resulting from the decision. Based on the perspective of rational cognition, valence theory holds that consumers consider both perceived disutility and positive utility when they decide to take a certain decision. Generally, perceived benefits represent perceived positive utility and perceived risks represent perceived negative effects. The positive and negative utility will have an impact on consumers' behavioral intentions. Valence is influenced by personality characteristics, knowledgeability, and values, and different people have different evaluations of the same strategy. When an individual takes a certain behavior, it is driven by valence.

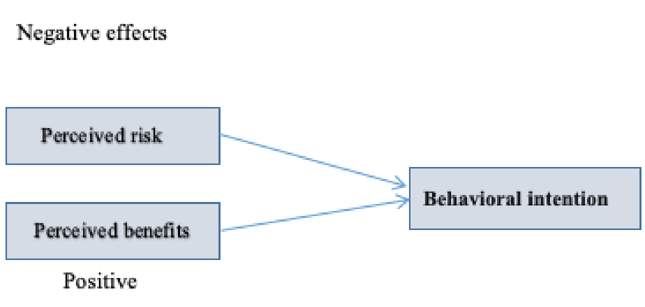

Figure2.1 Diagram of valence theory

UTAUT Technology Acceptance Model Theory

Venkatesh, Morris et al. (2003), based on the summary of TAM related studies over the years, aiming at the problem of "factors affecting user cognition", a Unified Theory of Acceptance and Use of Technology/UTAUT called "authority model" has been proposed. The four core dimensions of Performance Expectancy (PE) in UTAUT refer to "the extent to which individuals feel that using the system will help their work"; Expectancy refers to "how many efforts an individual needs to undertake to use a system"; Social Influence (SI) refers to "the degree to which an individual feels influenced by the groups around him or her". It mainly includes Subjective norms, social factors and public Image (displayed externally). Composition, Facilitating the Conditions, FC) means "person feel organization in related technology, equipment on the degree of support system USES".

UTAUT also points out that there are four control variables that have a significant impact on the above core dimensions, namely gender, age, experience and willingness. Venkatesh (2003) found that the compound effect of more than two control variables would make the effect more significant.

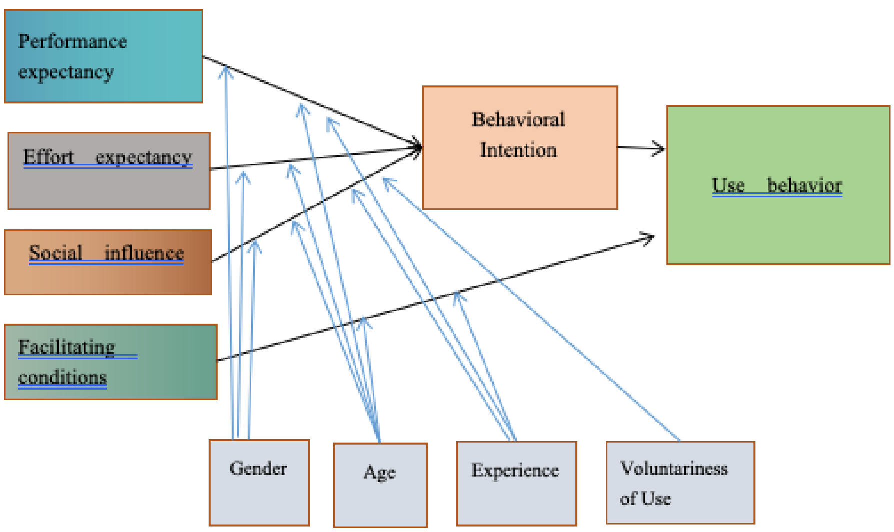

Figure 2.2 UTAUT MODEL

Framework

This research model in service quality, convenience and so on to explore the external influence factors of FMIS acceptance and use. In addition, since the system involves user information security and property security, its use risk is also an important concern of users. Therefore, this study will also introduce the consideration dimension of perceived risk to explore its impact on system acceptance and use. In summary, the following hypothesis is proposed.

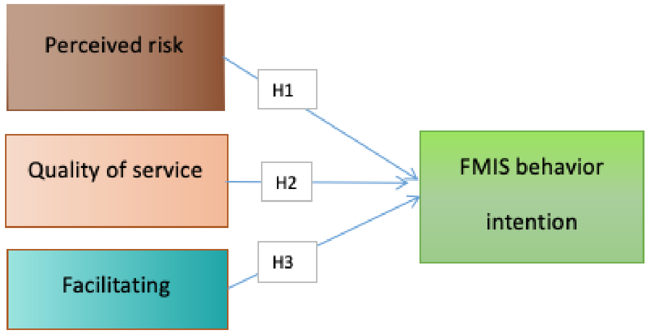

Figure2.3 Research model

3. Question of study

The purpose of this article is to investigate the implementation of the FMIS at Guangzhou College of Continuing Education, China. This research tries to answer the following questions:

1. How to use information construction to improve management service level?

2. How to use the FMIS to strengthen the comparison of cost control and budget execution?

3. How to strengthen the security construction of FMIS?

4. How to improve the use of FMIS convenience?

4. The need for financial information technology in the College of Further Education

At present, many school information systems lack high-level design due to insufficient preliminary research and information technology construction, This ultimately leads to the inability to play one's role better.As a college of further education, which plays an increasingly important role in China's strategy to promote science and education, it is difficult to apply the traditional college information system to the college of further education because of the way it runs its further education and training programmes and its daily management operation mode are different from those of traditional colleges. In this context, it is particularly urgent to actively build and study the FMIS of further education colleges.

In addition, the number of students participating in continuing education has increased dramatically in recent years, resulting in a shortage of teachers in the School of Continuing Education. When the accounts are consolidated, there are hundreds of reports on hundreds of items, often leading to overnight work, which is inefficient and makes it difficult to reflect the results of the work. If we can promote the construction of the College of Further Education's financial management information system, combining financial management information with the College's smart campus construction and deepening reform, we can certainly make financial management work to a new level.

5. Conclusion

It is very important to have a financial management system, which makes it more convenient for students to pay fees. In addition, this will enable financial professionals to better grasp the data in real-time to help students deal with queries and other issues, as the process of financial accounting work is very important. When students use the system to pay fees, students will have a clear perception of the system's operability, convenience and other influencing conditions, so finding out the factors affecting the use of the financial management system is the first step to build the system.

Improve the management level through the construction of a standardized financial process management system, reduce the approval process, standardize the financial process, strengthen the control system, enhance the ability of centralized management and control, and effectively improve the level of financial management.

1. Enabling financial accounting, improving work efficiency intelligent bookkeeping and accurate accounting, reducing the intensity of financial personnel audit, and bookkeeping work, free the labor force, so that financial personnel from information processing to business managers, improve work efficiency.
2. Dynamic supervision of capital to reduce operational risks Through the comprehensive management of budget and dynamic control of the capital, the process supervision of all links of capital operation, real-time control of enterprise capital situation, play the value of the capital operation, control capital risks.
3. Efficient data interconnection supports financial decision-making to break through data islands, unify and centrally process scattered data, strengthen the ability of data summary, merger and analysis, and provide real-time, accurate and effective data support for financial decision-making.

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A Review on Factors Influencing Online Financial Management Ability Among College Students

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Abstract

With today's rapid expansion of online financial services, college students' online financial management awareness is rapidly improving, as citizens' financial management awareness gradually improves. This article conducts a systematic literature review analysis and research based on 47 published articles related to college students' Internet financial management retrieved from the four major paper websites in China from 2005 to 2022, with the goal of investigating influencing factors towards online financial management ability among college students. This study focuses on five factors that influence college students' Internet financial management: financial concept, financial ethics, financial knowledge, financial execution, and financial risk control. (1) Financial concepts are positively associated with online financial management ability among college students. (2) Financial ethics are positively associated with online financial management ability among college students. (3) Financial knowledge is positively associated with online financial management ability among college students. (4) Financial execution is positively associated with college students' online financial management ability. (5) Financial risk control is positively associated with college students' online financial management ability.

Keywords: Online Financial Management; College Students; Systematic literature review

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1. Introduction

With the Internet's rapid expansion today, college students cannot live or thrive as a distinct financial management group without online financial management capabilities. When compared to traditional financial management approaches, online financial management by college students demonstrates contemporary characteristics such as openness, consumption-savings-income balancing, experience accumulation, and differentiation. The level of online financial management skill influences college students’ daily lives and studies is related to mental health growth in college students and is related to the overall quality and ability of college students. College is an excellent time to study online financial management and an important time for online financial education. The focus of researchers has shifted to how to improve college students' financial quotient and network financial management ability.

This study's research topic is online financial management ability, with the goal of investigating the development of financial management ability among college students in the Internet field of vision. Online financial concepts, online financial ethics, online financial knowledge, and online financial execution ability should be included in college students' online financial management capabilities, which should be based on a comprehensive perspective of financial management, finance, pedagogy, statistics, and other disciplines, after consulting relevant materials and drawing on the opinions of relevant scholars. And a network-wide financial risk management system. The author conducted a questionnaire survey in certain colleges and universities in Conghua District, Guangdong Province, based on the author's "Questionnaire on the Status Quo of College Students' Network Financial Management Ability." The survey objects in the questionnaire, as well as the scores for each question, are sorted and examined. The data depicts the current state of online financial concept, online financial ethics, online financial knowledge, online financial execution, and online financial risk management among college students.

2. The influencing factors towards online financial management ability among college students

2.1 Problem Statement

The concept of network financial management is formed by understanding and perspectives on network financial management problems. Many college students are unaware of the critical role that network financial management plays in their lives, and they have a number of misconceptions about the subject. According to some college students, the wealthy and powerful engage in a game of financial management solely for their benefit. Only the wealthy, in their minds, have money to manage, and they have no money to manage aside from their living expenses. However, some college students believe that financial management is solely concerned with investing, which includes the purchase of mutual funds, stocks, and other financial instruments. Some college students believe that good financial management entails saving money, saving money, not wasting money, and never overdrawing one's bank account. Financial management, according to some college students, is a highly specialized industry in which only professionals are permitted to intervene. Students believe that it is their responsibility to study hard and strive for high grades, but financial management is not ethical business practice (Zhangwanjia, 2021; Liahui, 2018). As a result, the purpose of this study is to investigate financial concepts that influence online financial management ability in China's GZ Conghua district.

While Internet finance helps college students with their daily lives and financial management, it also causes some students to become addicted to online shopping, blind consumption, excessive borrowing, and gambling speculation (Zhou Wei,2016). College students' minds are not yet mature enough, and some colleges' views on physical finances are distorted. Money worship, hedonism, wealth psychology, gnawing old thoughts, and a preference for work are just a few of the bad financial habits that will stymie their development as they get older. Some universities' comparison psychology thrives, and some universities stand out as noble in comparison to others, resulting in a never-ending cycle of comparison. Unfortunately, bad consumption habits are extremely harmful to college students' ideological and moral development, resulting in the collapse of students' ideals, a lack of belief, a decline in moral standards, and personality defects (The Ministry of Education document, 2017). As a result, the purpose of this research is to look into the financial ethics that influence online financial management ability in China's GZ Conghua district.

Consumer financial knowledge education is intended to prepare college students to rationally plan their income and expenditures, to consume rationally, and to master knowledge of consumer economics, commodity science, accounting, household budgeting, and other relevant subjects. College students are occasionally unable to determine the precise level of interest, which may result in the college's financial process being initiated (Mashiying,2020). Danger, as well as blindness, As a result of their lack of financial knowledge while in college, they do not understand the operation rules of financial products, nor do they understand financial trends. A risky investment strategy that blindly follows market trends can result in substantial losses for investors. Unfortunately, a number of college students are unfamiliar with online lending, the risks associated with borrowing, the concept of late payments, and the consequences of usury (Yanhogbo,2020). Some online lending platforms are opaque and, in some cases, deceive college students, resulting in individual college students becoming entangled in the web of loan sharking and unable to escape. When it comes to conveniences like shopping and services, the Internet provides a platform for a wide range of scammers to engage in fraudulent activities. Many college students are duped as a result of a lack of fraud prevention knowledge and awareness (Liahui,2018). As a result, the purpose of this study is to look into the financial knowledge that influences online financial management ability in China's GZ Conghua district.

Good financial management behaviors and habits must include, among other things, the ability to execute online financial management, plan financial management, and make reasonable consumption and investment decisions based on their own needs and actual conditions. This is referred to as financial execution. Some college students lack the execution power required for online financial management success. Some college students do not keep track of their living expenses and, as a result, they exhibit poor self-control, impulsive consumption, blindly following fashion trends, and comparison consumption, among other behaviors. They also have a limited understanding of financial management and investment. They haven't considered whether or not they will be able to maintain their own monetary value, or even their own value-added (Wujiaqi,2020; Liahui,2018). But according to Ma Xiaodan (2012), college students are prone to a variety of psychological deviations such as overconfidence, psychological barriers, knowledge hallucinations, speculative psychology, herd mentality, representation bias, control hallucinations, self-attribution, conservatism, loss aversion, and time preference. Therefore, the purpose of this research is to look into the financial execution factors that influence online financial management ability in China's GZ Conghua district.

According to Fan Dongping (2011) and Chen Yingxin (2013), college students have limited risk-bearing ability, prioritized investment safety, and seek stable income and fund security, and they are hesitant to make high-risk investments in stock market funds. While, Sui Xuechao and Yan Yan (2017) used a multiple ranking selection model to investigate the factors that influence college students' perceptions of credit risk and regulatory risk in Internet financial management. Attention to financial news, financial management of classmates and friends, and the amount of investment on the credit risk of college students' Internet financial management Furthermore, perceptions of regulatory risk have a significant positive impact. Hence, the purpose of this research is to look into the financial risk management factors that influence online financial management ability in China's GZ Conghua district.That's why this study seeks to investigate financial risk control that influence online financial management ability in the GZ Conghua district of China.

In short, the above discussion illustrates the importance of studying these five variables.

2.2 Research Questions

i. What is the relationship between financial concept and online financial management ability among college students?
ii. What is the relationship between financial ethics and online financial management ability among college students?
iii. What is the relationship between financial knowledge and online financial management ability among college students?
iv. What is the relationship between financial execution and online financial management ability among college students?
v. What is the relationship between financial risk control and online financial management ability among college students?

3. Methods

The systematic literature review methodology was used in this study. The systematic literature review method (Petticrew & Roberts, 2006) is a set of methods for conducting literature reviews that clearly limits systematic review errors. It seeks to identify, assess, and synthesise all relevant studies in order to answer specific questions. The knowledge sharing literature review follows the seven basic stages of the systematic review method, which include research question definition and refinement, research type determination and clarification of literature selection criteria, literature search, screening of search results, research evaluation, comprehensive evidence, and research heterogeneity evaluation.

3.1 Search

Four well-known Chinese literature databases are used as data retrieval sources in this study: CNKI, Weipu Journals, Wanfang Database, and Baidu Academic Website. The purpose of this study is to investigate financial concepts, financial ethics, financial knowledge, financial execution, and financial risk control as they relate to online financial management ability among college students. As a result, search terms such as Internet finance, financial management, financial management, finance, financial management ability, and university physical finance are included. The search term takes into account the tense, singular and plural forms, as well as the combination order, such as college physical finance + financial management ability, and college students' Internet financial management.

The last search took place on November 7, 2022. Articles are included based on the following criteria: (a) papers; (b) peer-reviewed journal articles; (c) records with full access rights; (d) provide full text; and (e) published in Chinese and English between 2005 and 2022.

Although 384 articles were searched, only 226 were available in full text from four electronic databases (see Table 1).

Name of databases	Number of articles found in the databases
CNKI	125
Weipu Journals	51
Wanfang Database	32
Baidu Academic Website	18
Total	226

Table 1: Databases collection.

Exclusion criteria	Number of articles excluded based on information in	
	Title/abstract	Full text
Review articles, framework analysis	20	2
No reported details related to online financial management ability	104	28
Focus not on college student	18	
Duplicates	3	

Table 2: Number of excluded articles based on the exclusion criteria.

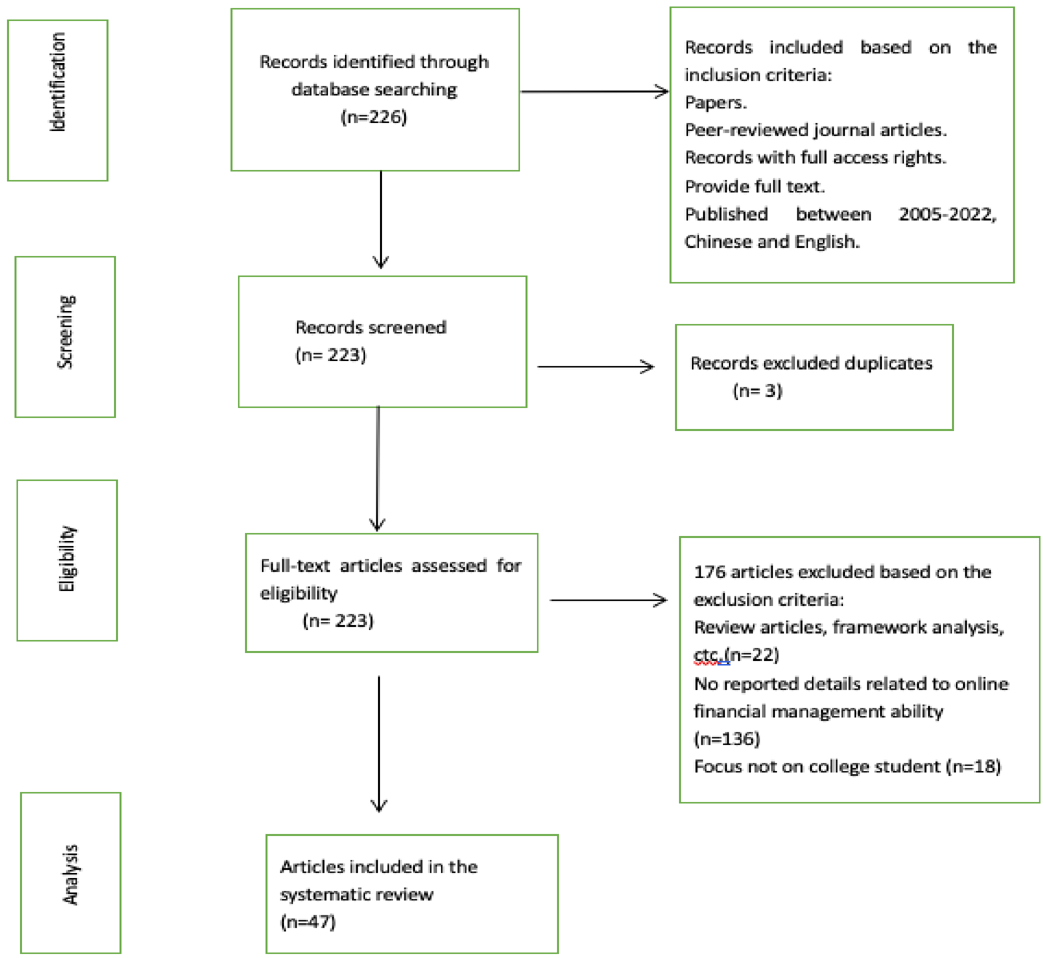

Fig. 1. Literature selection process

3.2 Selection

There were 226 full-text articles available, which were downloaded for further manual selection. To determine the final samples included in the systematic review, the title, abstract, and full text of each article were reviewed using the exclusion criteria (see Table 2). The process of selecting literature is depicted in Fig. 1, which includes identification, screening, eligibility, and analysis, as well as the number of articles that change after each stage of the process. Three articles were removed due to duplicates after checking the titles, abstracts, and full texts; thus, 223 articles remained for further selection. Twenty-two articles, including reviews and framework analyses, were excluded because they did not provide first-hand data relevant to financial management assessment. Following a second reading of 201 articles, 136 were excluded because they did not report details about online financial management ability, and 18 were not focused on college students. Finally, the manual selection yielded 47 articles that were eligible for the systematic review.

4. Results

Because of cultural differences, the online financial management phenomenon and the problems presented by college students in different countries have distinct characteristics:

4.1 A review of foreign research

(1) Financial concepts are positively associated with online financial management ability among college students.

Foreign researchers emphasised the importance of research on the cultivation of Internet financial management awareness from the perspective of online financial management literacy based on the below research ideas of foreign scholars. It has a positive impact on college students' awareness and understanding of Internet financial management.

The financial literacy level of students in various schools is relatively low, which limits college students' ability to engage in prudent and effective Internet financial management behaviors (Hanna ME, Hill R R, 2010). Financial literacy is a measure of a person's understanding of key financial concepts, as well as the ability and confidence to manage one's finances through appropriate short-term decision-making and sound long-term financial planning, while taking life events and changing economic conditions into account (Daniel, 2010). Consumers' financial literacy is positively related to their financial behavior, and financial literacy influences consumers' financial behavior (Shih, Tsui-Yii Ke, Sheng-Chen, 2014). Financial literacy influences financial decision-making, with causality shifting from knowledge to behavior (Lusardi, 2014). Consumers require financial literacy to successfully navigate the 21st century economy, and financial literacy and parental advice are closely related to wealth (Rosenberg, A.J, 2017).

(2) Financial knowledge are positively associated with online financial management ability among college students.

In 2005, two professors from Ankara University in Turkey, Ozlen Ozgen and Aye Sezen Bayo lu, used a questionnaire to conduct a study on college students' funding attitudes. According to the findings, funding attitudes vary by gender and age. Parents are critical to young people's financial literacy development, and family financial education has a significant impact on young people's financial literacy development (Annamaria Lusardi, Olivia S Mitchell, 2009). Israel's Associate Professor Shosh Shahrabani conducted a survey and research on college students in 2013. According to the findings, gender and financial knowledge have a significant impact on college students' Internet financial management behavior.

Although the researchers' focus in the above-mentioned periods is inconsistent, the combination shows that factors such as age, gender, financial knowledge, and other factors have an impact on college students' Internet financial management behavior.

(3) Financial education is positively associated with online financial management ability among college students.

Based on the below findings, it is recommended that college students be educated on financial management and that value-related content be incorporated into educational programs. It can be seen that gender and family financial education have a greater impact on college students' online financial management decision-making and behavior. The aforementioned foreign scholars conducted research on college student education from the perspectives of family and school financial education, as well as the improvement of financial literacy. It has a significant impact on college students' Internet financial management in real life.

Many foreign scholars are constantly emphasising the relevant content of financial education in their research, and financial education is viewed as an important influencing factor in research on the field of Internet financial management of college students. Murphy (2005) presented an analysis of parental income: the relationship between financial literacy and education is intriguing, and Mandel (2008) discovered that parental income and education were both positively related to financial literacy. The number of credit cards held by students has a significant impact on their financial literacy. Students who have credit cards have obvious advantages when it comes to Internet financial management (Mandel, 2008; Murphy, 2005). Early family financial education has a significant impact on the formation of financial attitudes and Internet financial management behaviors in college students. The study discovered that financial knowledge courses significantly improve college students' financial literacy and personal financial behavior. In "Personal Financial Literacy: College Students' Perceptions of Knowledge, Practical Knowledge, and Behavior," a survey of college students in public universities was conducted with the financial literacy of college students as the research object, and the conclusion was that the impact of financial education on literacy and behavior was greater. Yunhyung Chung and Youngkyun Park conducted a study of 105 senior business school students in 2014 and discovered that financial education is positively correlated with students' financial literacy and that more interaction with teachers will help students' financial literacy. The relationship between early knowledge and later financial behaviors varies according to knowledge type (including subjective knowledge and objective knowledge), with subjective knowledge being the more influential factor. As a result, a link between early financial literacy and later financial behaviors of college students is discovered. Relationships Sun Young Ahn and Jing Jian Xiao (2014).

4.2 A review of domestic research

Since 2013, China's Internet finance has gradually experienced an explosive growth momentum, as has the financial innovation and diversified model. Internet finance promotes and develops public wealth management, and China's economic development situation is full of new vitality. They have high IQs and emotional intelligence as college students in vocational colleges, just like college students in traditional colleges and universities. Furthermore, college students are the driving force behind today's and tomorrow's intelligent manufacturing industries. College students have a large population base, and their willingness to use the Internet for financial management is growing.

(1) Financial risk control is positively associated with college students' online financial management ability.

According to the findings of the aforementioned domestic scholars, college students prefer to conduct online financial management in Internet baby and traditional low-risk aspects.

Many scholars have summarised and analysed the forms, structure types, and behavioral characteristics of college students' Internet financial management through empirical investigation and research. College students are willing to manage Internet finance, but wealth management products are limited (Ouyang Qianlin, 2015). In a survey of over 15,000 college students, 71% chose to deposit their money into Internet wealth management products such as Yu'ebao, indicating that 70% of college students are aware of and use Internet finance (renren.com survey, 2020).

(2) Financial ethics are positively associated with online financial management ability among college students.

Scholars generally believe that the importance of school education and family education is self-evident based on the below conclusion.

College students' investment and financial management behavior is influenced by their limited school education (Huo Suyan, 2011). According to Li Jianying (2013)'s survey, colleges and universities make insufficient efforts to educate college students about Internet finance and financial management. The chain effect of financial management courses in colleges and universities has a significant impact on improving college students' Internet financial financial management literacy (Chen Xin, 2017). According to research on the consumption psychology and consumption behavior of college students in higher vocational colleges, current college students in higher vocational colleges have unreasonable consumption behaviors such as immature consumption concepts, brand blind pursuit, and a lack of necessary consumption plans (Pan Jinqiu, 2018). According to a survey of 300 vocational college students, 35.67% of college students engage in impulsive consumption, 35.33% engage in rational consumption, and 29% engage in blind consumption. As a result, college students' consumption habits are more passive (Wang Jianhui, 2019).

(3) Many factors influence college students' online financial management behavior.

According to the research ideas of the aforementioned scholars, domestic researchers have expounded the factors that influence college students' online financial management behavior from a variety of perspectives, including individuals, families, and schools, as well as financial cognition, gender, household registration, grade, and major.

College students' online financial management behavior will be influenced by a variety of factors, including personal characteristics, families, schools, and society. Through research, Ke Baohong (2010) believes that there is a positive correlation between family location. According to Yu Zhiguang's (2012) research, people who only gain profits but do not know how to allocate and process the investment conduct quantitative analysis by developing a Logit data model. The study identified the influence of financial cognition factors on people's investment behavior based on the causal relationship between residents' financial cognition and financial management behavior (Wang Yunchen, 2015). Most college students' investment behavior is stable, and their investment goals and methods are relatively simple, and the model test has significant influencing factors (Liu Lan, 2015).

(4) The similarities and differences between domestic and foreign scholars.

Other research conclusions have been reached by some scholars. In 2013, Shen Junyuan began by identifying the major influencing factors of college students' Internet financial management and emphasised the importance of social factors.

In 2017, Liu Xiaomin conducted research on institutions in the market-oriented financial industry. College students' financial management behavior was hampered due to a lack of financial products.

Domestic academics have conducted research on the financial management market, society, risk perception, income, payment methods, and so on. These elements have a significant impact on the Internet financial management of college students.

The author discovered that scholars primarily conducted research on financial literacy, behavioral influencing factors, education, subjective psychology, behavioral characteristics, social environment, risk preference, and other aspects through an analysis of domestic and foreign literatures. The similarities and differences of scholars' research are summarised in the table below based on an analysis of the above research status at home and abroad:

Table3: Summary of current research at home and abroad

Similarities and differences	Content
Common ground	(1) Research methods: Quantitative statistical analysis and quantitative multiple regression model theory are used, etc. (2) Research object: research on the general population of college students (3) Influencing factors: gender, family financial education, major, grade, financial courses, etc.
Differences	(1) Foreign scholars pay attention to the research on the investment and financial literacy and attitude of college students (2) Domestic scholars focus on the research on the characteristics of college students' investment and financial management behavior from a quantitative perspective

5. Discussion

The author can draw the following conclusion from the preceding analysis: Due to a variety of historical and practical factors, there is relatively much literature in the previous literature on the development of Internet finance and its impact, as well as literature on personal financial management using traditional methods and research methods. There are numerous others that form various theoretical perspectives. However, current research on university financial capabilities (particularly the ability of Internet financial management) in China is limited in quantity and quality. Some scholars focus on the significance, value, and countermeasures of university students' physical and financial abilities, while failing to delve into the fundamental structure of Internet financial management, rarely analysing the significant differences between Internet financial management and traditional financial management, and lacking a systematic analysis of college students' Internet financial management capabilities and factors influencing development.

To that end, this article examines the Internet financial management ability of college students in Guangdong Province, as well as the five factors that influence college students' Internet financial management: financial concept, financial ethics, financial knowledge, financial execution, and financial risk control, with the goal of enriching and expanding research in this field, as well as improving college students' Internet financial management ability.

6. Limitations and future research

First and foremost, we want to address the possibility of publication bias. Publication bias is a common problem with literature reviews because studies with positive or significant results are more likely to be published. However, this publication bias may not contradict our review's conclusions.

Second, the article only employs the literature review method and provides little information about the methods and techniques employed.

Third, the majority of the research data is derived from journal literature published by China's four major dissertation websites, and there is a scarcity of foreign language literature, which has limitations.

We hope that this article will provide readers and relevant researchers with a comprehensive understanding of online financial management ability among college students.

6. Concluding remarks

Guiding college students to spend and invest rationally so that they can develop a scientific understanding of financial management and establish a modern concept of network financial management is a critical link in the university growth process. The ability to manage network finances has evolved into a basic survival and development literacy for modern citizens. It is an important criterion for assessing modern citizens' levels of survival and development, and it is linked to a citizen's lifetime enjoyment (Sumit Agarwal et al, 2009).

According to the main findings of this review study:

(1) Financial concepts are positively associated with online financial management ability among college students.
(2) Among college students, financial ethics is associated with online financial management ability.
(3) Among college students, financial knowledge is positively associated with online financial management ability.
(4) Among college students, financial execution is positively associated with online financial management ability.
(5) Among college students, financial risk management is positively associated with online financial management ability.

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The Impact of Covid-19 On Employee Productivity Post-Implementation of WFH Policy

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Abstract

The study focuses on the COVID-19 and work-from-home model with respect to the amount of lowered employee productivity. It indicates how the impact of COVID-19 in WFH policy has produced change in the work and home environment. This study follows descriptive research design since it enables the researcher to identify the trends, characteristics, frequencies, and categories of the impact of WFH policy on productivity of the employees of restaurant business. It used quantitative method and investigated the impact of WFH policy on the productivity of the employees in the restaurant sector. There were no participants who strongly agreed with attaining a good work-life balance from WFH. Up to 40% of the total participants did not agree that there is effective communication between the managers, team leaders and the employees when they work from home. Also 80% responded that they were not provided proper resources. Overall, these measurements may vary from place to place, and thus the universality of the result may not be effective in the

present WFH scenario. It was established that most of the employees working at the restaurant have a clear understanding of the WFH policy and its guidelines. Lastly it was concluded that WFH policy will have a negative impact on the productivity of the employees of this restaurant.
Keywords*:* Pandemic, Work-From-Home, and Work-From-Home policies.

Introduction

Background

The outbreak of Covid-19 has affected the people across the whole world. This pandemic has significantly created a bad impact on the economy of several business organizations. Most of the companies in the restaurant service industry have suffered a huge loss due to this fatal virus. In order to compensate for the losses, the companies needed to reboot the work process in the workplace of the restaurant business. However, most of the employees do not want to attend the workplace due to fear of this virus. Therefore, several managements have decided to introduce remote working policy or work from home (WFH) policy. This research intends to discover how the productivity of the employee was affected during work from home. In addition, the researcher also wants to explore the issues in the management and the post pandemic situation in the organization in the context of employee productivity (Seetharaman, 2020).

Problem of the Research

The main problem of this research topic is the impact of Covid-19 on the changes in the functions of the organization and how the functions have affected the productivity and performance of its employee. The research deals with a particular policy named Work from Home Policy, which was implemented by most of the management in their respective organizations in order to prevent contraction of this fatal virus. Despite the fact that this policy became very beneficial for both the employees and the organizations, there are some issues in this policy. Besides, it was found that the implementation of this policy has quite significantly affected the productivity of the employees of the restaurant business

The questions are given below: -

Q1: What is the significance of WFH policy in the organization in the post Covid-19 period?

Q2: How work environment affects the employee productivity in the restaurant business?

Q3: Which is more effective between the work environment and home environment in boosting the employee productivity in the restaurant business?

Objectives

In this research, there are some clear objectives which are as following:

i) *To explore how the outbreak of COVID-19 has affected the WFH* policy - WFH policy has been a created a trend in the modern job market for the last few years although most of the companies did not give any importance to this policy in the past. However, the outbreak of Covid-19 has changed the scenario and forced the management of the restaurant business to take decisions regarding this policy. This research intends to explore those decisions and how it is implemented in the organization.

ii) *To indicate how the impact of COVID-19 in WFH policy has produced change in the work and home environment* - The pandemic of Covid-19 has created a significant impact in WFH policy. This policy enabled the employees of the restaurant business to work remotely from the privilege of their home. This research explores the home environment while working from home and indicates the change in productivity of the employees (Gunawan, *et al* 2020).

iii) *To compare the work environment of the workplace and home of the employees who are working from the WFH model in the organization*- It finds out the work environment of the employees in the workplace of restaurant business before the Covid-19 period and compares it with the home environment.

iv)*To evaluate the impact of the environment of both the home and workplace*: On the basis of previous comparison, it evaluates which is more impactful for enhancing the productivity of an employee.

Significance of the Study

This study on the impact of the WFH model in the productivity of the employee in the post Covid-19 period is very significant in the job market. This study will give an overview of the WFH model from where several organizational managers can learn about the model. This learning will help the managers to implement this model in their respective organization in a proper way. This study discussed how several changes are made in WFH policy in the post Covid-19 period. This will help the future researchers to collect data about the background of this particular model. The main area of this study is the impact of this WFH policy on the productivity of the employee of restaurant business. From this area, the organizational managers can recognize the issues in implementing this policy and make necessary changes in the policy and take effective steps after implementing the policy (Bao *et al*., 2020).

Covid-19 and Work from Home (WFH) Challenges

A paper published in the journal of AAB&FJ by Lahiri & Sinha (2021) explained the different aspects of the trauma that the pandemic made this world go through. Summarizing under the head of socio-economic implications they portrayed how the pandemic affected the minds of the people and diminished their productivity. A qualitative study was conducted by them which revealed the preferences in consumption and occupation of people in COVID-19. They sought help in Behavioural Economics to interpret their findings. Through concepts of the same, they were able to explain why working at home produced less efficient outcomes. They stated that working in comfort delayed the work process. Their findings suggested that the small restaurant businesses that were hit at largest need to motivate workers to boost productivity in post covid times.

Hybrid working Model in Covid-19

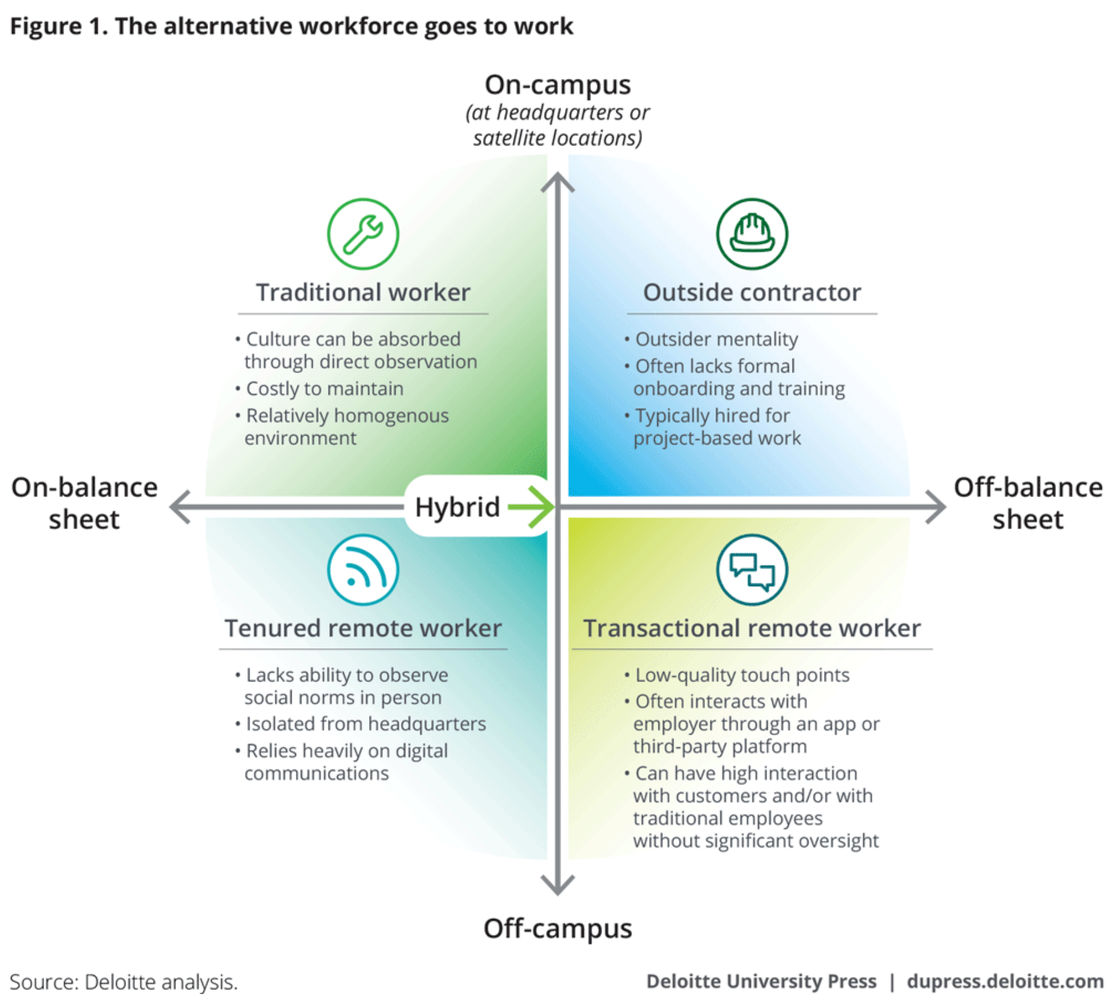

Fig 1: Remote working framework

Link: https://www2.deloitte.com/us/en/insights/deloitte-review/issue-21/workplace-culture-and-alternative-workforce.html

The hybrid point of the remote working model operates in the mid-section of traditional worker and the transaction remote worker. There are much low-quality touch points among the employees with interactions mostly through software applications and through other third party platforms. It has been found that the customers and employees are interacted 24x7 through this working model in contrast to the previous traditional working model. The hybrid model, however, suffers from much workplace communication and employee problems.

Conceptual framework

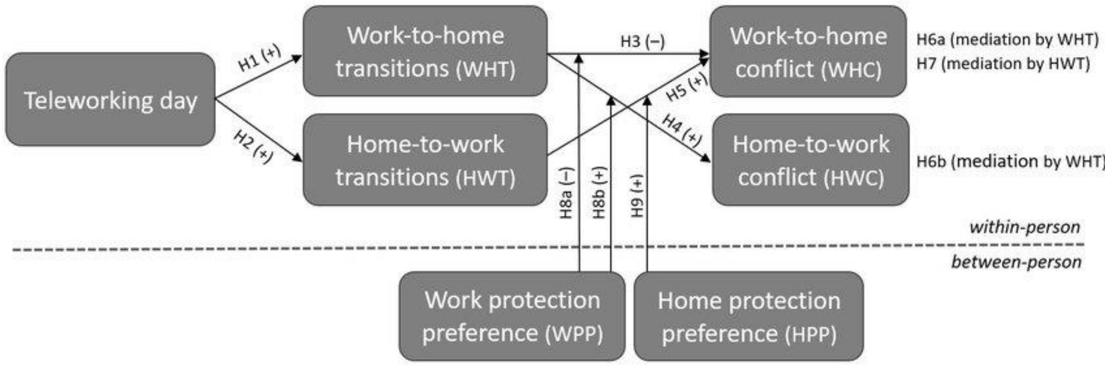

FIG 1: Model of WFH

Link:https://www.researchgate.net/publication/333917017_New_ways_of_working_An_aid_for_employees_Understanding_inconsistencies_in_the_relationship_between_work-home_practices_and_employees'_home_and_work_outcomes_

The WFH policy brings many transitions into the work, with home-to-work model that are directly linked with teleworking day. It found that WFH conflict arises more from the integration of WHT and HWT models. The work protection preference required by the working group suggests that the home protection preference is to be thought of bringing much high amount of work collaboration as well as work conflict. The work conflict and tensions can arise more in the WFH policy that brings disturbances in the productivity of the employees of restaurant business. The WPP (work protection preference) through health and safety security opted by the employees in COVID-19 is mandatory for the organization to bring employee security. However, the HPP is also combined with the work security. The protection of family as well as the work shelter undertaken by the employee influence the WFH policy. The COVID-19 pandemic has affected travel behaviours and transportation system operations, and cities are grappling with what policies can be effective for a phased reopening shaped by social distancing. Four reopening phases and two reopening scenarios (with and without transit capacity restrictions) are analysed. Best benefit from working from home are:-

Better Work-Life Balance: workers can start and end their day as they choose, as long as their work is complete and leads to strong outcomes. This control over your work schedule can be invaluable when it comes to attending to the needs of your personal life.

Less Commute Stress: The communication became one way process the employer didn't have to get into traffic the employee just had to spend time over computer.

Location Independence: working from home is having access to a broader range of job opportunities that aren't limited by geographic location (Fadinger & Schymik, 2020). This can be especially helpful for people who are looking for jobs and small towns where there may not be many available local positions.

Work-Life-Balance and WFH policy

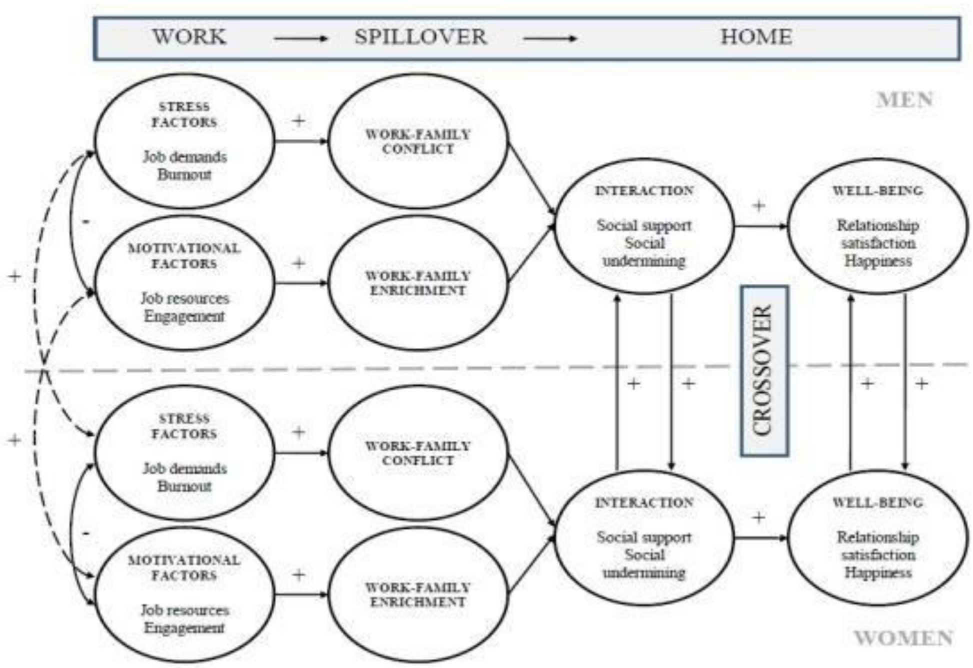

Fig 3: Work spill over model

Link: https://www.researchgate.net/figure/Spillover-crossover-Model-WORK-FAMILY-BORDER-THEORY-People-are-the-border-crosser-who_fig1_332705413

Tovmasyan & Minasyan (2020) visualized the impacts of motivation on the efficiency of employees and employers from telecommuting. The survey revealed that people who do enjoy working from home also mentioned about extra incentives they were awarded while working in the workplace of restaurant business. The no-bound office hours are the most complained issue and they are ready to be highly productive in less time.

Effect on WFH model of restaurant industry due to Covid-19

It is very difficult to implement Work from home model in restaurant business since most of the functions in this business are carried out in the workplace. However, (Berkson, 2020) suggested that there are some innovative ways in which the restaurant industry can utilize remote work and Work from Home policy to strengthen their business and the revenue even in the post-covid-19 period.

i) Investing in remote work equipment's- The restaurant business owners hold consider investing in the technologically advanced equipment's which will facilitate remote work for the employees of their restaurants. The equipment's can include computer monitor and computer system which will be provided to the employees with lack of remote working resources.

ii) Installing glass door offices- The restaurant owner can install glass door offices for their back offices which will allow small group of people to work comfortably and interactively along with other group of employees. Since, many of the employees do not have adequate space at home or necessary equipment's for remote working and many restaurants owner do not have sufficient funding to pay for their resources, this office space will be very beneficial for the employees to work productively.

Research Methodology

Research method

In this research, the researcher collects both closed-ended and open-ended data on the impact of WFH policy on productivity of the employee of restaurant business. The mixed method helps the researcher to not only find out the statistical figures of rate of decline or incline in employee productivity, but also it provides the amount of objective data to be aligned with subjective data.
In order to properly investigate about this particular phenomenon, the researcher gathered quantifiable and numerical data on WFH policy in the restaurant sector, the statistics on the productivity and performance of the restaurant employees by conducting survey on 50 employees from different restaurants. The gathered data from the survey was then analysed by the researcher by using mathematical, statistical and computational techniques. In the last step, the researcher made a bar graph sand pie chart using the analysed in order to visualize the data and get a clear understanding of this phenomenon.

Data Collection

The data will be collected through survey technique. The survey consisted of 50 management staff and operations labourers including servants, chefs, and cashiers working in a particular restaurant business that is having WFH issues from COVID-19. These 50 respondents are divided into 20 female sample size and 30 male working sample size. The 50 respondents are mixed into chefs, cashiers and the chefs. In order to create the gender-wise distribution of data, the restaurant service industry is chosen. The restaurant service industry with WFH policy has been chosen for studying the impact, issues and the challenges in WFH conditions during COVID-19. The operational labour class group who has faced the transition from face-to-face to virtual working models are to be studied.

Data analysis method

The researcher utilizes both qualitative and quantitative data analysis for this research since he has collected both descriptive and numerical data previously. These questions are answered through some qualitative techniques like attitude scaling, questionnaires, standard outcomes (Miles *et al*., 2018). On the other hand, quantitative analysis involves evaluation of the numerical data about the rate of decline in productivity of the employees of restaurant business. The data is evaluated through statistical methods like graphs, chart or bar.

Ethical considerations

In interview, it is ensured that the participants are not forced to provide data about the research (Fiesler, 2019). Therefore, they are asked to sign a research agreement which states clearly that the participant have full agreement in the data they are providing. Moreover, the researcher develops the questionnaires for the interviews and surveys avoiding personal questions which may be offensive to the participants of the researcher.

Data Analysis and Results

Question 1: Do you agree with the guidelines of the WFH policy?

Response	Total responses	Female response (20)	Male response (30)	% Of response
Strongly disagree	50	2	3	10%

Disagree	50	4	6	20%
Neutral	50	4	1	10%
Agree	50	5	15	40%
Strongly agree	50	5	5	20%

Figure 1: Probability of agreement with the guidelines of the WFH policy

Trend analysis: According to the guidelines provided to a restaurant business 50 working respondents including 30 male and 20 female, 60% of respondents agree to the policies stated in the work from home guidelines. The work from home policies indicates the respondents to work from their own premises out of which 10 females strongly agree to the guidelines provided in the policy while 20 male respondents agree to it. Changes in the work atmosphere may not be fully accepted by all however due to the health of applications it is crucial for the restaurants to shut their businesses or choose to continue with the business with a limited number of employees.

Question 2: Do you think that the policies in WFH policy can negatively affect the restaurant business?

Response	Total responses	Female response (20)	Male response (30)	% Of response
Strongly disagree	50	1	4	10%
Disagree	50	3	2	10%
Neutral	50	1	4	10%
Agree	50	5	10	30%
Strongly agree	50	10	10	40%

Trend analysis: due to the covid-19 pandemic many governments were required to take the decision of shutting businesses throughout the country. This drastically impacted the various industries especially the restaurant service industry as the unemployment rate increased and revenue generated reduced exponentially. Both male and female respondents agree to the negative effect of work from the home policy on restaurant businesses while 40% of the respondents strongly agreed to the negative impact it has on the business. One key reason that respondents believe that the covid-19 pandemic and the work from home policies formulated by the government have a negative impact is the fact that all business operations were required to be closed which led employers and leaders to reduce their workforce and even terminate many employees from their businesses. Not only did the WFH policy have a negative impact on the revenue it also made a majority of employees unemployed.

Question 3: Do you think that personal productivity will reduce due to the policy?

Response	Total responses	Female response (20)	Male response (30)	% Of response
Strongly disagree	50	3	2	10%
Disagree	50	0	0	0%
Neutral	50	5	10	30%
Agree	50	4	6	20%
Strongly agree	50	8	12	40%

Trend analysis: While taking into consideration deduction in personal productivity it can be identified that out of 20 female respondents 12 respondents agree to the fact that the productivity will reduce when they are required to work from home while 18 male respondents' out of 30 have a similar agreement. Since working from home restricts the employees from having a strict work environment the productivity of employees may reduce as well as the official amenities will not be available to them. This may have a negative impact on their productivity. There is a 60% agreement.

Question 4: How strongly do you agree work-life balance can be attained from WFH?

Response	Total responses	Female response (20)	Male response (30)	% Of response
Strongly disagree	50	5	5	20%
Disagree	50	1	14	30%
Neutral	50	10	10	40%
Agree	50	4	1	10%

Strongly agree	50	0	0	0%

Trend analysis: out of 20 female respondents fore agree to the fact that a good work-life balance can be obtained from WFH while only one male respondent agrees with it. 40% of the respondents are neutral about the present situation. It can therefore be noted that both the male and female employees of the restaurant service industry agree or disagree with the fact that a good work-life balance can be obtained while working from home. This can be due to the fact this is the initial phase of the pandemic and the more the day passes the better the employees will become with balancing their work-life at home. However, it is crucial to know that 1 female respondent and 14 made respondents disagree with the fact that a good work-life balance can be maintained. Therefore, a mixed response can be achieved.

Question 5: Do you think Effective communication can be attained among the team leaders. Manager and the co-workers while working from home?

Response	Total responses	Female response (20)	Male response (30)	% Of response
Yes	50	13	17	60%
No	50	7	13	40%

Trend analysis: While working from home effective communication is the crucial component within any business framework. Considering the restaurant service industry, it is crucial to understand that effective communication is also essential here and the respondents consisting of 13 female and 17 male respondents have experienced effective communication with their team leader, manager and other co-workers. Therefore 60% of the respondents have experienced effective communication while working from home. The remaining 40% who may not have had effective communication can be the result of the unavailability of technological equipment or carelessness from employees or extreme weather conditions that led to Ineffective communication among themselves.

Question 6: How strongly do you agree with the fact that the team leaders and managers provide proper mental support while working from home?

Response	Total responses	Female response (20)	Male response (30)	% Of response
Strongly disagree	50	6	4	20%
Disagree	50	3	2	10%
Neutral	50	5	5	20%
Agree	50	5	10	30%
Strongly agree	50	1	9	20%

Trend analysis: This question had mixed responses. It can be noted that 30% of respondents comprising both male and female participants said that proper mental health support was provided by the managers and leaders, while 20% strongly disagree, 10% disagree, and 20% remained neutral. During the time of the pandemic, it is essential that leaders and managers provide effective support to their subordinates in order to ensure that they are motivated with their work. Though the question did not have a high percentage of participants disagreeing with the fact that proper mental support provisions were provided to them by their leader and manager while working from home it is definitely essential to reduce the numbers in order to ensure high-quality work from them.

Question 7: Do you agree with the fact that the necessary equipment and tools were easily accessible while working from home?

Response	Total responses	Female response (20)	Male response (30)	% Of response
Yes	50	5	5	20%
No	50	15	25	80%

Trend analysis: since the restaurant service industry requires special equipment and tools to perform the various activities, having easy access to it was difficult for the participants who agreed to participate in the research study. 80% of the respondents disagreed with the fact that the accessibility of the equipment and tool to ensure smooth functioning of the business was available.

Question 8: Do you feel satisfied with your performance during WFH?

Response	Total responses	Female response (20)	Male response (30)	% Of response
Yes	50	10	15	50%
No	50	10	15	50%

Trend analysis: participants were neutral when asked about their performance satisfaction level while working from home. Various reasons can be attached to it for instance working from home may provide comfort and leisure and their accessibility to working at any point of time while disagreement can be obtained due to the unavailability of resources and the strict timing policies that are available within the restaurant premises. Therefore a 50% agreement and 50% disagreement can be witnessed when the respondents were asked about their performance satisfaction level.

Question 9: Do you think that the work environment at home is better than the work environment at work?

Response	Total responses	Female response (20)	Male response (30)	% Of response
Strongly disagree	50	6	9	30%
Disagree	50	4	11	30%
Neutral	50	5	5	20%
Agree	50	3	2	10%
Strongly agree	50	2	3	10%

Trend analysis: out of all the respondents who think the work environment at home is better than the work environment at work 6 female respondents and 9 Mel despondence strongly disagreed with this notion. At the same time, 4 female respondents and 11 male respondents adding to a total 30% of the respondents disagree with a better home-work environment. Various reasons can be attached to this as a home environment does not provide a competitive nature among themselves to perform better. Therefore, out of 50 total respondents, 10 female respondents and 20 male respondents agree with the notion and feel that the work environment at restaurants is better.

Question 10: How satisfied are you with the communication and support provided by the leader and the manager?

Response	Total responses	Female response (20)	Male response (30)	% Of response
Highly unsatisfied	50	2	3	10%
Unsatisfied	50	5	5	20%
Neutral	50	3	2	10%
Satisfied	50	3	12	30%
Strongly Satisfied	50	2	8	20%

Trend analysis: 50% of the respondents believe that strong communication skills were present among the leaders, managers and co-workers that enabled an effective work environment among the employees. The four employees were satisfied with the communication that took place between the leader's managers and the employees in order to support them in working in such circumstances.

Results

Question 1: The first question intended to find out whether the employees of the chosen restaurant business understand the WFH Policy and agree to the guidelines of the policy. The results show that around 5 out of 50 employees strongly disagreed with the question. There were about 20% respondents who disagreed that they understood the policy properly. A majority of the employees amounting to 60% of the total respondents stated that they clearly understood the policy and agreed to its guidelines. The rest of the participants stayed neutral. Therefore, it can be established that most of the employees working at the restaurant have a clear understanding of the WFH policy and its guidelines.

Question 2: The second question aimed to investigate the perceptions of the employees about WFH policy. The researcher wanted to find out whether they think that WFH policy can negatively impact their restaurant or cannot. There were only 20% participants who totally disagreed with this question. 10% of them strongly disagreed. 5 participants gave a neutral response to this question (Wilson, 2021). The rest of the participants adding up to 70% of the total participants provided a positive response. 40% out of 70% participants strongly agreed that WFH policy can negatively impact the restaurant business.

Question 3: In the third question, the researcher intended to find out the point of view of the employees about the negative impact of WFH policy on their productivity. Around 10% of the total respondents strongly disagreed with this question. No participants disagreed in this part 30% of the total participants stayed neutral. A total of 30 participants out of the 50 participants positively respond to the question. It is estimated that 20% participants agreed that this policy can reduce their productivity and 40% of the total respondents strongly agreed with this fact. Therefore, it can be established that WFH policy will have a negative impact on the productivity of the employees of this restaurant.

Question 4: In the fourth question, the researcher asked the participants whether they think that they can attain a good work life balance at home after implementation of WFH policy or they cannot. 50% out of the total respondents provided a negative response to this question. It is measured that 20% out of the 50% participants strongly disagreed with this question and the rest of them disagreed with the question. However, there are no participants who strongly agreed with the fact. Besides, only 10% respondents agreed with the question. The rest of 40% participants provided a neutral response.

Question 5: The fifth question aimed to find out whether effective communication can be attained among the manager, co-worker and team leader while working from home after implementation of WFH policy. There are a total of 30 participants out of the 50 participants which adds up to 60% of the total participants who provided a positive response to this question. According to them, the team leaders effectively communicate with them when they work from home. However, the rest of the 30 people which adds up to 40% of the total participants did not agree that there is effective communication between the managers, team leaders and the employees when they work from home.

Question 6: In the sixth question, the researcher wanted to find out whether the team leaders and managers provide the employees proper mental support when they work from home. This question provided the researcher a miscellaneous result. Around 20% of the total participants strongly disagreed with the question and 10% of the participants disagreed (Mardianah & Hidayat, 2020). The amounts of the participants who agreed and strongly agreed with this question were 30% and 20% respectively. The rest of 20% participants stayed neutral to this question.

Question 7: The seventh question intended to find out whether the employees can easily access the necessary tools and equipment for remote working, or they cannot. The aim of the researcher is to investigate if the managers provided proper resources to the employees for remote working. There are only 20% of the total participants who provided a negative response to this question. The rest of the 80% participants did not agree with the fact that they are provided proper resources.

Question 8: In the eighth question, the researcher wanted to find out whether the self-evaluation of the performance of the employees in the chosen restaurant business while working from home after the implementation of the WFH policy. The researcher asked the participants whether they feel satisfied about their performance after the restaurant applied WFH policy on their employees. There are 10 Female and 15 Male employees which add up to 50% of the total respondents who provided a positive response to this question. The rest of the participants amounting to 50% of the total participants negatively responded to this question since they did not feel satisfied with their performance while working from home.

Question 9: The ninth question aimed to find out the perception of the employees about the home environment and the environment of the workplace. The researcher asked the participants if they think the home environment is better that the workplace environment for working. There are around 60% of the total participants who provided a negative response. 30% of the total participants strongly disagreed with this question. 20% of the total participants stayed neutral There are only 20% participants who positively responded to this question (Saparya, 2021).

Question 10: In the last question, the researcher wanted to find out what they feel about the level of the communication between the employees, managers and team leader while working from home after the implementation of WFH policy. The participants are asked whether they feel satisfied with the level of the communication between the manager and them or not. 10 % of the total participants were highly unsatisfied with the level of communication. Around 20% of the total participants are somehow unsatisfied. There are about 10% of the total participants who did not provide any positive or negative response to this question. Around 30% of the total participants felt satisfied and around 20% of the total participants are strongly satisfied with the level of communication established while working from home.

Conclusion and Recommendations

To explore how the outbreak of COVID-19 has affected the WFH policy.

The first objective for the above research topic was to identify and explore the effect on the work from home policy due to covid-19. From the onset of covid-19 since the beginning of 2019, it was noted that this deadly virus could be extremely harmful as well as transmittable, which can even cause death. On the pretext of the Global pandemic scenario, it was decided by the authorities to close every business activity and day-to-day activities in order to curb the effect of the covid-19 virus. This decision drastically impacted the way businesses were conducted. The economy was at the lowest level, and businesses were shutting down because it was not able to maintain its break-even point. In such scenarios, organizations came up with the work from home policy that allowed their employees to work remotely or from the comfort of their homes using different technological tools and equipment to continue businesses. This work from home Policy was a drastic change from work to home policy, and this transition gravely impacted many employees (Li, Ghosh & Nachmias, 2020). Even though the work from the home policy provided Employees with the option to conduct the duties remotely, there were many employees who lost their jobs in this phase. As already mentioned, many businesses were required to be shut, which negatively impacted the revenue of the business, and they were running at a loss, therefore, to maintain the break-even point, businesses terminated employees to curb their cost and enhance their revenue to survive in the business environment. The sudden shift of tens of millions of workers from on-site to remote work environments is challenging organizations have never seen before. Employees are experiencing major disruptions in their work and home lives. Cybersecurity investments are paying off. Companies that modernized their infrastructures and trained their people transitioned to remote work quickly, without compromising security and "connectivity first" has become the first priority.

To indicate how the impact of COVID-19 in WFH policy has produced a change in the work and home environment.

According to the second objective of the research study, it has been noticed that the covid-19 pandemic had a huge impact on the work from home policy that changed the work and home environment. The transition from work from home from work to home was highly affected. The work from home Policy was required to bring a transition into the work with whom to work model that was directly linked with the teleworking day. It was found that work from home conflict arises more from the integration of work to home and home to work model. It was essential that protective work preferences be established within the work environment as the covid-19 pandemic greatly affected the wellbeing of human beings. The COVID-19 pandemic has affected travel behaviours and transportation system operations, and cities are grappling with what policies can be effective for a phased reopening shaped by social distancing. It was also noted that during the covid-19 pandemic, many employees lost their jobs as organizations were required to maintain revenue through which they could meet the break-even point and not shut down permanently. In order to compensate for the losses, the companies needed to reboot the work process in the workplace of the restaurant business (Kniffin et al., 2021). In order to mitigate such losses that the organization faced, the work from home policies were implemented so that organizations could continue their business even from the comfort of their homes. Therefore, the change in the working environment could be witnessed from the above scenario, which directly impacted the productivity of the employees as well as their mental health concerning the various restrictions that people were required to undertake and shift from their normal life to a new era of Living.

To compare the work environment of the workplace and home of the employees who are working from the WFH model in the organization.

The third objective of the research paper was to compare the work environment of the workplace and home of the employees who are working remotely using the work from the home model in the organization. It is noted that in work from a home model, there are many low-quality touch points among the employees with interactions mostly through software applications and through other third-party platforms. It has been found that the customers and employees interact 24x7 through this working model in contrast to the previous traditional working model. The WFH model, however, suffers from much workplace communication and employee problems. In the present work from the home model, it has been taken into consideration that the stress level of employees has increased dramatically, and it has affected the psychological ability, which causes instability due to the prevalence of lower income (Giorgi et al. 2020). Therefore, mental health conditions are at A Rise due to the work-from-home scenario of employees. Another crucial aspect that can be witnessed in work from home model is the irregularity of payments that employees are receiving which is affecting their ability to sustain in the world. It is during this scene that the employees are required to attain extra incentives in order for them to remain motivated and stress-free to produce better work abilities which will add to the betterment of the restaurant business or any other business.

To evaluate the impact of the environment of both the home and workplace.

The last objective of the research study was to evaluate the impact of the environment in both working places, and it can be identified that both works from home and work to office models have their perks and disadvantages as well. While considering the work-from-home scenario, it can be noted that employees can work at their own flexible time, and no such constraints can be imposed on the employees. On the contrary, it can be seen that the work to home and home-to-work model is bound by many rules and regulations and time restrictions that employees may not be fond of. However, in work to home and home-to-work model takes into consideration the physical interaction with the colleagues and their employer's which allows direct communication as well as efficient problem-solving skills (Tull et al. 2020). This is impossible in the work from the home scenario as constant communication is required in order to have minimum conflict within the organizational environment. Problem-solving skills also are time-consuming when working from home and thus, directly affecting the efficiency and productivity of the employees. As the covid-19 pandemic causes a record number of people to work from home, it will likely have a long-lasting impact on work arrangements. Increased availability of working from home may provide a chance for women to catch up with their male counterparts. Among the experiences of lockdowns was that many women came forward for working as it was work from home, and it gave them the opportunity to learn new things. Therefore, the WFH environment has both advantages and disadvantages.

Limitation

Throughout the research, there were many limitations that were experienced in the formulation of the dissertation. The following points will indicate the limitation briefly:

- The Covid-19 pandemic is a recent scenario; therefore, gathering concrete information for this research topic was critical. It is crucial that the information collected, obtained, and used are concrete and accurate so that the result generated portrays the true essence of the scenario. Therefore, gathering accurate information was a task for the researcher as limited research has been conducted on it.
- Due to the lack of physical seal work in this area of study, it can be noted that the measurement of accuracy may vary from place to place, and thus the universality of the result may not be effective in the present work from home scenario.

Conclusion

The outbreak of Covid-19 has affected people across the whole world. This pandemic has significantly created a bad impact on the economy of several business organizations. Most of the companies in the restaurant service industry have suffered a huge loss due to this fatal virus.

Implementing work from the home model in the restaurant business was the most difficult task for the business owner. It was suggested that the business owners were keen to implement innovative and technological mechanisms within the restaurant industry so that the work from the home policy could strengthen their business as well as generate revenue even during the covid 19 pandemic. The technological advancement was a positive implication that the covid-19 had in the Global platform. Restaurants used this technological factor by investing in remote work equipment. This facilitated the employees to run the business from the comfort of their home through the use of their personal computer system, internet, and various applications that led to the smooth functioning of the business even during the lockdown.

Recommendations

The following are few recommendations that would enable organizations such as restaurant businesses and other firms to manage work from home policies among their staff and use effective mechanisms to ensure a positive attribution can be availed from the work from home scenario.

Flexible work hours: To have an efficient work from home environment for the employees, the employers must provide a flexible work time for the employees. This is due to the fact that when employees are at their own premises, their accessibility may differ from person to person. Therefore, availing a flexible work hour for the employees will enable them to conduct their work as per their availability and time.

Effective communication skills: Effective communication skill is a vital component while working from home or working remotely. Communication is the key to success for any business as well as the employees working for it. Therefore, communicating constantly and effectively, and clearly with employers is essential to encapsulate higher productivity.

Trust team members: in the present covid 19 scenarios, one of the key factors through which positivity can still be available at the workplace is by having trust with one another. Trusting team members will encourage the employees to be responsible for their duties and feel that they are an important part of the organization.

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Appendix

Section A: IMPACT OF COVID-19 ON EMPLOYEE PRODUCTIVITY POST-IMPLEMENTATION OF WFH POLICY

Please tick whichever applies to you best

No	Items	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	I clearly understand the guidelines of WFH policy clearly					
2	I think WFH has policy has negatively affected the restaurant business					
3	I feel that this policy has reduced my productivity					
4	I have a good work life balance while working from home					
5	It is easy to communicate with my team leaders, managers and co - workers while working from home					
6	My team leaders and managers have provided me proper mental support during working from home					
7	I have access to all the necessary equipment and tools while working from home					
8	I am very satisfied with my performance during work from home					
9	My home environment is better than my work environment					
10	I am very satisfied with the communication and support from your team leaders and manager					

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Effective Communication as a Tool for Achieving an Organization's Performance Excellence: The Case of Appraisal Property Management (APM) SDN BHD

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Abstract

Effective Communication systems helps an organization to uplift their organizational effectiveness and productivity. An organization like Appraisal Property Management Sdn Bhd (APM) could boost up their effectiveness if there was a strong communication bond between the employees in their organization. The main objective of the study was to find out what were the definite aspects of an effective communication system in an organization, to analyse what the potential criterions on which an organization can boost up the effective communication system and how the lack of an effective communication system can negatively impact organizational growth and productivity. The research questions were 1) Does effective communication help in the achievement of APM's performance excellence goal? and 2) How can effective communication bring about much higher productivity among APM employees? The research design for the study was based on quantitative analysis with the presentation of an epistemological approach. The study population were 140 employees at APM. It was found that effective communication planning within the organization can manage to

channelize proper on-time information so that possible directions and related action-based approaches can be specified and standardized. The standard communication specifications and engagement need to be managed so that focused long-term action adjustment gets managed effectively. Conversely not having the standard action-related prospects and ineffective coordination can generate various difficulties as the proposed work directions do not get managed.

Keywords*:* Communication, Organizational growth, and Productivity.

Introduction

Background of study

Effective Communication systems helps an organization to uplift their organizational effectiveness and productivity. It is because an effective communication system in an organization helps to create a mutual co- ordination and c- operation between the employer and the employees of Appraisal Property Management Sdn Bhd (APM) (Sibiya, 2018). An effective communication system helps in the good appraisal of the employees in an organization. It is due to the fact that the feedback which is collected through the communication between the employees of an organization. It helps the top-level management of the organization to check how far each and every employee are performing according to the objectives (Kotlar *et al*., 2018). Therefore, the creation of a strong organizational bond between the employees of an organization helps to understand how they are progressing and delivering their best of their skills and abilities in the business process of the organization (Back *et al*., 2019). It is their duty to check that the communication process must be effective where weekly meetings are conducted to assess the employee progression, a separate platform to express the grievance of the employees pertaining to the working culture of the organization (Dodhiabbb *et al*., 2020). Effective communication skills help to achieve the objective and the goals of APM.

Research Problem

There are several barriers to communication that can hamper the communication system in an organization. Those are linguistic barriers, cultural barriers, languages, and physical barriers can cause obstruction in the process of communication (Harrison *et al*., 2017). However, the lack of effective communication demoralises the employee performance in the organization and which in-turn scales down the productivity of the organization. The lack of communication process in the organization harms the organization in terms of its effectiveness and efficiency. If there is any lagging in the sense for communication systems can severely affect the relationship between the employees of the various levels of the organization (Ismawat & Setiawan 2020).

The research questions are:

Q1: Does effective communication help in the achievement of APM's performance excellence goal?

Q2: How can effective communication bring much higher productivity among APM employees?

Objectives of study

The main objective of the study is,

- To find out what are the definite aspects of the effective communication system in an organization.
- To analyse what are the potential criterions on which an organization can boost up the effective communication system to enhance their productivity.
- How the process of the lack of an effective communication system can negatively impact organizational growth and productivity.

Significance of study

The important factor about how effective communication can help an organization. It is through enhancing the employee co- ordination and collaboration. These two factors will help every organization to motivate and guide the employees to the best of their skills and knowledge and thereby bring them under one umbrella to boost the effectiveness and productivity of the organization. This research study will help APM know how the effectiveness of proper communication systems can enhance the reputation in the real estate property market. It will also provide them the necessary guidelines to train their employees to the extent to which they can speed up or escalate the employee productivity. This research study based on the effectiveness of the organizational communication can bring a notable change in the communication process of the organization. This research process can be useful for the various corporations and the MNCs operating in the market who can use its techniques and aspects to boost up its productivity.

Communication as a tool for APM

Communication is the key for making the relationship between the employees and the company. Without communication, there will not be collaborative work in any particular APM.

Communication and employee performance

The Appraisal Property Management always needs a good relationship with the employees and the worker for if the company will need help, they can help the company without any hesitation. There are some challenging situations that happen for communication. There are many people, comes from other countries. The new employees cannot fulfil the communication gap between the office worker and their seniors in the beginning time (Buchanan & Huczynski, 2019). Communication within the team helps the employees to grow the team spirit. Good communication helps the managers to provide effective feedback to their employees. The employees can work with enthusiasm by communicating with others. Communication skills help to develop behaviour and change the mind of working. The co-workers facilitate good relationships with each other with the help of communication skills (Farmanova, Bonneville & Bouchard 2018).

Theoretical framework of strong relationship through communication

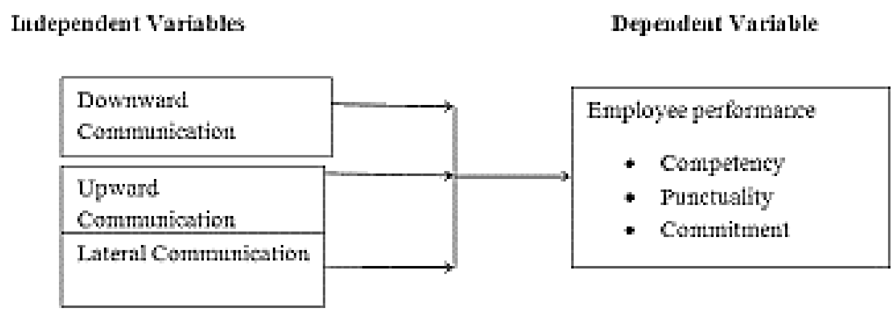

Figure: Communication framework in organization

Source: http://www.onlinejournal.in/IJIRV2I5/062.pdf

Good communication helps APM be friendly with all of the workers. Good communication helps to make better relationships between the company and its stakeholders. Communication skills help the employees to be up-to-date aligning with the new modern technologies. It helps to understand about the current happenings in the environment. It helps to increase the production of the APM by giving motivational speeches to the workers. Communication skills may help them in marketing works. The stress of workloads can be reduced by good communication skills (Getachew, 2020). Communication helps to share the problems with the seniors. Communication helps the employees to gain experience from the seniors by good communication skills. The employees can be motivated by the seniors, experienced workers and managers with the help of good communication skills.

Lack of communication challenges in the business organization

Bad or no communication may lead to a large number of problems which will lead to a lot of bad results. Other than the company employees getting demotivated and the company losing its productivity percentage, there are other disadvantages of poor communication as well. The company culture at times might get hampered and disrupted due to this lack of poor communication. These are unrealized problems which may result in a lot of bad consequences. they are as follows:

- **Negativity:** When things or information are not properly communicated, it leads to miscommunication and thus the productivity level of the organization starts decreasing. This is due to the fact that people tend to avoid places where they either have no expertise or fear getting embarrassed or rather mocked.
- **Employee Mistrust:** When there is poor communication, there arises the cases of employee disbelief or mistrust. This leads to a problem of low morale as well.
- **Worsening of Interpersonal relationships:** The employees must take care that proper communication must be maintained which will be required to maintain proper relationships between the employers and the employees as well as between the employees and the employees.
- **Unnecessary Conflict:** If there is no proper communication in between a team, then it may lead to either doing overworks, or underworks by the team members, or repetition of the same work.
- **Grapevine effect:** This effect is also known by the term the 'telephone game'. when a wrong information is carried all throughout the workplace, it spreads rapidly leading to a lot of confusions, disarray and panic which ultimately has disastrous consequences.
- **Low Morale:** The employers and the managers of APM need to make their employees understand the problems so that they can get to understand their mistakes and wrongs on a positive note.

Effective communication system ensures a good rapport between the managers and the employees of an organization. This is one of the biggest skills or qualities that must be possessed by the employees as well as the employers and the managers of the organization. The challenges that are faced by the members of the organization need to be identified and they need to be addressed after they are identified and thus, they require to be mitigated so as to bring in more effective communication at the workplace.

Knowledge and cognizance of rules and regulations

The knowledge about the rules and the regulations by using good communication skills.

Effective communication and effective performances among the team in APM employees, according to Bui *et al.* (2019), helps in the optimization of the business procedures among the working class of the organization. The authors pinpoint the barriers and solutions that can be provided to the organizations such as APM has to improve on the team management and negotiations that will help in the management of the communication skills with the development of interpersonal and impersonal skills that will help in the manifestation of the protocols. The team management with the higher communication ability can reflect the greater course of an action plan with the understanding of the pragmatic approaches. The authors have implicated the size of the team members to arguably defend the communication gap within the organization. It is indicated by the authors that a small number of teams can present with better outcomes as the communication is highly functional with the corresponding members. This can be an online or offline medium. The small manifestations are done with the proper institute of business communication by using Mintzberg's performance ability with pertinent and phenomenological decorum within the decision-making of the communication skills. This is to be coherently adopted by the organization with impeccable vision and mission to set the objective stance of the company's working management. This helps in maintaining the open-door policies that are required for understanding the figurative approaches with robustness among employees who are assertive with building their communication skills. These are determinants of the communication skills that are strictly pertinent to the employees by their process of removal of the communication barriers. According to Hassell and Cotton, (2017), it is illustrated that for the development of the communication tools that training, and management of the team are required. Mentoring and delegation are an integral part of the management process with the corresponding roles and responsibilities with impeccable clockwork. There has to be the inclusion of reciprocal feedback with proper documentation and constructive criticism is the fundamental tool for the governance of the communication skills. The determination of the team members with proper awareness is key to development and communication. Organizations such as APM need to focus on team-building exercises that will help in improving communication skills with the introduction of role-play models with greater team-building spirit. The proactive management of communication will help in the development of conversational skills, presentation skills with constructive business writing skills and presentation of managerial skills with the cost-benefit analysis that is done with functioning is team management through well-oiled machines. These will help in maintaining the methods of communication in the workplace with greater productivity and performances of the team members. The authors have indicated that there is a requirement of the utilization of project software communication tools to maintain the streamlined process with the ability to check the team members with their adaptability and flexibility in their negotiation approaches. Cloud-based management tools are required to manage the process of communication skills with better manifestations.

Impact of effective communication in developing employee motivation in APM

Good relationship with the staff

The relation between the supervisors and the employees makes for profitable work. The employees have felt safe due to the good communication with the supervisors because the supervisors are the safety men of the employees. The supervisors provide the needs of the employees to increase the productivity of APM (Harsin, 2018). Communication makes the environment between the employees and the supervisors healthy and provides the mood of working collaboratively. The employees should be friendly with the supervisors to show the needs and the problems of their own. The supervisor can help the employees of the Appraisal Property Managements with appropriate feedback with the help of communication skills.

Providing the motivation to the team

Communication provides motivation for the team's work. It provides the energy of working with team members. The workers can find a way of achieving the goals with the help of appropriate communication language. Making friendships with the same aged employees helps to communicate with the others and it helps to make the team too. Communications need to be on positive terms as the workers can work with the help of their self-confidence. The impact of communication skills helps to create sincerity in the work. The involvement of communication skills improves the creativity of the individual worker.

Providing the breaks

Providing the holidays for travelling with the office staffs can make a good relationship with the help of using communication skills. Providing breaks can motivate the employees of the Appraisal Property Managements (Karnieli-Miller, 2020). The communication gives the boost to the energy of producing the company products with great teamwork (Maamari& Saheb, 2018).

Effect of efficient communication in increasing the Appraisal Property Management performances

An effective communication also helps to clear out the expectations of the company to the workers of APM. Moreover, clearing expectations helps the employees to understand how their performance will give advantage to the company and what the workers need to improve in order to get good feedback. The two main factors in a relationship are trust and loyalty and both of these factors can be boosted with the help of proper communication which is focused on meeting the needs of an individual, transferring important information and for giving both the feedback that is constructive and positive. Moreover, a strong relationship with the external audience of the APM builds the communication strong about the products, the culture of the company and services provided by the APM. If the supervisor of the appraisal company has good communication skills then with the help of that skill the supervisor can connect with the external audiences and can discover more new opportunities for the company which can further help the company achieve more success, also the workers who understand the importance and needs of the company can focus in making improvement for the company and discover new opportunities, innovative ideas and many more for growing the performance of the company.

Appropriate relation between clients and staff

Effective communication helps to improve the relationship between the clients and the employees of the APM. The communication skill improves the understanding between the workers and the seniors in the APM. The involvement of the communication skills into the works helps the workers to make the team and work through it with clients.

Identification of challenges faced by the Appraisal Property Management employees for the lack of communication

Today there are many methods to improve communication in the workplace such as newspapers, social sites, software's and so on (Rampun, Zainol& Tajuddin 2020). In general, there are several challenges that are faced by the employees of APM due to this lack of communication. Some of the issues are:

- Attitude and ego problem: it is often seen in the APM that teamwork is put off due to the attitude and ego of an individual worker. One employee may take all the decisions, preventing other employees from speaking about their views and then that employee who took all the decisions will dominate other employees to follow those decisions but many times the decisions that are taken by that one person may be wrong in that case the whole team have to suffer problem due to that one wrong decision. The attitude and ego problem in any individual can lead to conflict and misunderstanding in a team's work.

- Unassertive listening: Unassertive listening means hearing other persons view without understanding them. It is often seen that some people talk and interrupt between the other people without carefully listening to what the other person wants to say. When people fail in listening, it becomes difficult to comprehend the actual message which is passed on to them. This problem can lead to a decline in the workforce in being creative and productive.
- Cultural differences: There is diversity in the workplace, but employees are comfortable to choose the other workers who belong to the same culture, and backgrounds so it is the duty of the manager of the APM to communicate with everyone as one coherence team, and also teach the other employees about the importance of communication with each and every employee of the company. The manager of the company should mix people of different cultures and different backgrounds together in one team so that the employees communicate with each other and adopt the good qualities of one another.
- Badly written communication: It is often seen that materials are badly written means the content is not clear in that case it becomes difficult for the other employees of the company to get that material and work further. In order to avoid such problems, the manager must check the content first or train the employees to write the content in the correct way so that other employees don't face any problem to understand that material.
- Biased relation with team members: In the Appraisal Property Management company many male employees are team leaders, but these team leaders do not allow the female employees in the team to keep viewpoint while taking any important decision for the team. In fact, there are some workers who criticise the other employees based on their caste, religion and so on. In order to avoid all this harassment, the company must regulate proper rules so that employees do not to do such things in the office.

Research Methodology

Research design

The research design for the study will be based on quantitative analysis with the presentation of an epistemological approach. The epistemological approach is defined as the data that is collected from the authenticated sources with previous knowledge. The positivism philosophy will be followed with the inclusion of the deductive approach. The quantitative research methodology will be followed for the research as it will present the normative mathematical and statistical analysis so that the readers will understand the graphical integration of the research as the use of effective communication tools for achieving the organization's performance excellence for APM. The research design is based on 20 Likert questionnaires that will be answered by the employees and managers by the organization with simple graphical representation. The research design is descriptive (Snyder, 2019).

Study population and sampling procedures

The study population will be based on the 140 managers and employees at APM. The sample is selected for the study as the employees working in the form will be able to answer the working culture of the company with the use of effective communication skills. The probabilistic sampling procedures will be used for the study as the primary data collection with quantitative research methodology is used for the study. The random sampling methods will be used for the survey with action research phenomenology.

Data analysis

The data analysis of the research will be based on the graphical representation that will be depicted with the help of MS Excel. The data collected will be put into tabular form and the Likert scale will be divided into 5 sections and people will provide their answers as per their conditioning. Therefore, in the research, a simple bar graph and the pie chart will be used to pinpoint the percentage that will be agreed or disagreed by the participants. There will be a representation of simple descriptive statistics that will help in predicting the normality of the research (Kumar, 2018).

Ethical consideration

The ethical consideration of the research is to follow the instructions provided by the University while performing the research decorum as per the ethical commission. The participant's confidentiality and anonymity will be preserved within the research. The researcher will be free from any kind of conflict of interest for his research. This will provide the research to practice goodwill for the research (Ørngreen & Levinsen, 2017).

Limitations of Research Methodology

The main limitation of the research methodology is that in the research there is the only use of mono-methods of quantitative research methodology. While conducting a single research methodology likes that of quantitative research, only the objective stance of the research is established through the research, but the subjective stance of the research is eliminated.

Questionnaire

The source of the questionnaire will be the organizational information.

The employees of the organization from each department will provide the data about the entire segments.

Demographical data

1. What is your age range?
    - 25 – 34
    - 35 – 44
    - 45 – 54
    - 44 – 64
    - Above 65
2. What is your current age?
    - 26 – 28
    - 29 – 31
    - 32 – 34
3. What gender do you identify as?
    - Male
    - Female
    - Trans-gender
    - Non-binary
    - Prefer not to answer
    - Other
4. What is your marital status?
    - Single, never married
    - Divorced
    - Separated
    - Married or cohabitating
    - Widow or widower
    - Other

1. Have the communication tools changed in Appraisal property Management?
    a. Strongly agree
    b. Agree

    c. Neutral
    d. Disagree
    e. Strongly disagree
2. Are the employees happy with the new strategies of communication skills?
    a. Strongly agree
    b. Agree
    c. Neutral
    d. Disagree
    e. Strongly disagree
3. Are the linguistic barriers removed effectively?
    a. Strongly agree
    b. Agree
    c. Neutral
    d. Disagree
    e. Strongly disagree
4. Is there collaboration and coordination between the employee and employer?
    a. Strongly agree
    b. Agree
    c. Neutral
    d. Disagree
    e. Strongly disagree
5. Does effective communication help in the performance excellence of the company?
    a. Strongly agree
    b. Agree
    c. Neutral
    d. Disagree
    e. Strongly disagree
6. Are the definite aspects of the communication system incorporated within the framework of the organization?
    a. Strongly agree
    b. Agree
    c. Neutral
    d. Disagree
    e. Strongly disagree
7. Is effective communication analysed within the framework of the organization?
    a. Strongly agree
    b. Agree
    c. Neutral
    d. Disagree
    e. Strongly disagree
8. Do the employees receive training and mentoring for increasing their communication skills?
    a. Strongly agree
    b. Agree
    c. Neutral
    d. Disagree
    e. Strongly disagree
9. Are there areas of improvement in communication skills?

a. Strongly agree
b. Agree
c. Neutral
d. Disagree
e. Strongly disagree

10. Is the company responsible for strategizing its communicative skills and efficiency?
    a. Strongly agree
    b. Agree
    c. Neutral
    d. Disagree
    e. Strongly disagree
11. Is the governance of the communication set to slow down the performance of the employee?
    a. Strongly agree
    b. Agree
    c. Neutral
    d. Disagree
    e. Strongly disagree
12. Are the employee appraisal procedures followed?
    a. Strongly agree
    b. Agree
    c. Neutral
    d. Disagree
    e. Strongly disagree
13. Does organizational objectivity meet with the performance of the employee?
    a. Strongly agree
    b. Agree
    c. Neutral
    d. Disagree
    e. Strongly disagree
14. Is the shortcoming of communicative skills addressed within Appraisal Property Management Sdn Bhd?
    a. Strongly agree
    b. Agree
    c. Neutral
    d. Disagree
    e. Strongly disagree
15. Are the employees provided with the communication skills?
    a. Strongly agree
    b. Agree
    c. Neutral
    d. Disagree
    e. Strongly disagree
16. Has the good relationship of communication with employees increased their performance?
    a. Strongly agree
    b. Agree
    c. Neutral

d. Disagree
e. Strongly disagree

17. Is there any distinction, lateral and downward communication systems?
    a. Strongly agree
    b. Agree
    c. Neutral
    d. Disagree
    e. Strongly disagree
18. Has the communication increased the competency of the employees?
    a. Strongly agree
    b. Agree
    c. Neutral
    d. Disagree
    e. Strongly disagree
19. Has the communication increased the punctuality of the employees?
    a. Strongly agree
    b. Agree
    c. Neutral
    d. Disagree
    e. Strongly disagree
20. Has the communication increased the commitment of the employees?
    a. Strongly agree
    b. Agree
    c. Neutral
    d. Disagree
    e. Strongly disagree

Data Analysis

Question 1. Have the communication tools changed in Appraisal property Management?

Options	**Response Frequency**	**Response Percentage**	**Total Respondents**
Strongly agree	39	28%	140
Agreed	42	30%	140
Neutral	35	25%	140
Disagree	17	12%	140
Strongly disagree	7	5%	140

Communication helps in managing the standard appraisal property management as this segment proposes and manages the standard directions so that probable associations and concentration related to the supportive information specifications can be managed effectively. Valuable feedback management and consider the right ways to manage different aspects concerning to the performance initiations directs and manages the applicable ways in defining and managing the system related goals assessment and consider structured information specifications. Be aware of the different performance related segments and connects with the specified guidelines assists to maintain the concentrated directions so that probable associations can be maintained and followed. The different communication approaches further connect with the best suited work values and consider the defined engagement and specifications related to the appraisal property management.

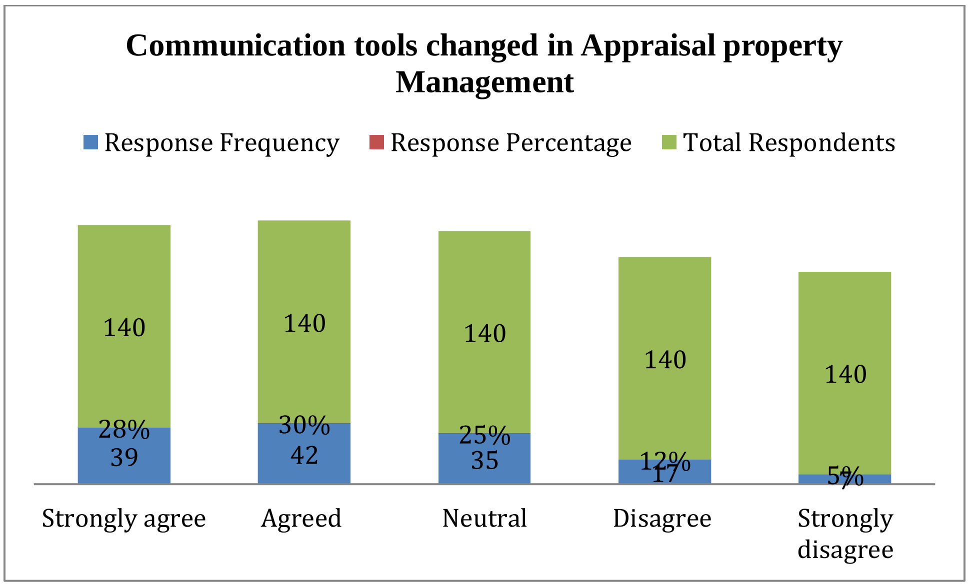

Figure 1: Communication tools changed in Appraisal property Management

Question 2

Are the employees happy with the new strategies of communication skills?

Options	Response Frequency	Response Percentage	Total Respondents
Strongly agree	70	50%	140
Agreed	28	20%	140
Neutral	14	10%	140
Disagree	14	10%	140
Strongly disagree	14	10%	140

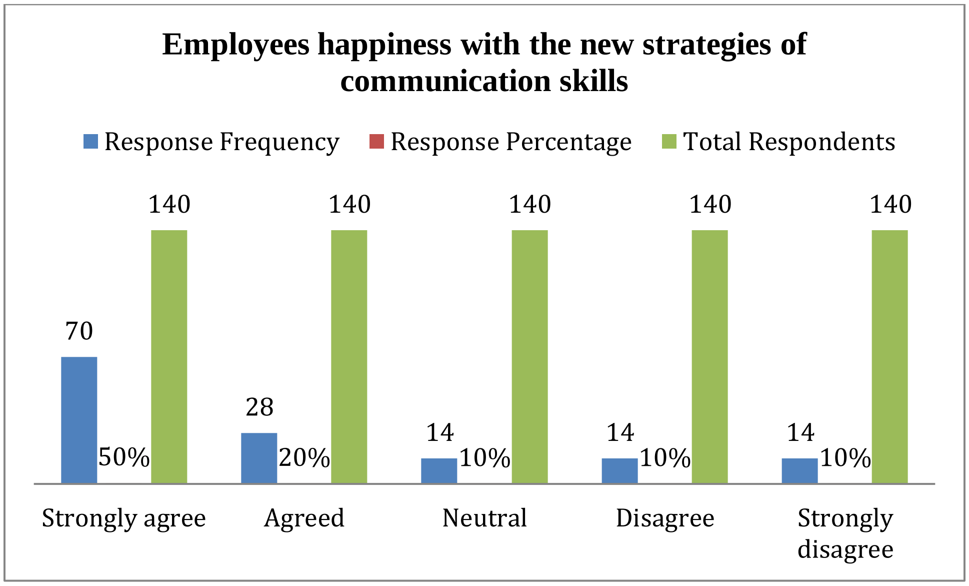

Figure 2: Employees happy with the new strategies of communication skills

(Source: Self-created)

The maximum number of respondents has strongly agreed with the new strategies of communication skill within appraisal Property Management. This will help in enhancing more opportunities within the firm.

Question 3

Are the linguistic barriers removed effectively?

Options	Response Frequency	Response Percentage	Total Respondents
Strongly agree	56	40%	140
Agreed	28	20%	140
Neutral	28	20%	140
Disagree	14	10%	140
Strongly disagree	14	10%	140

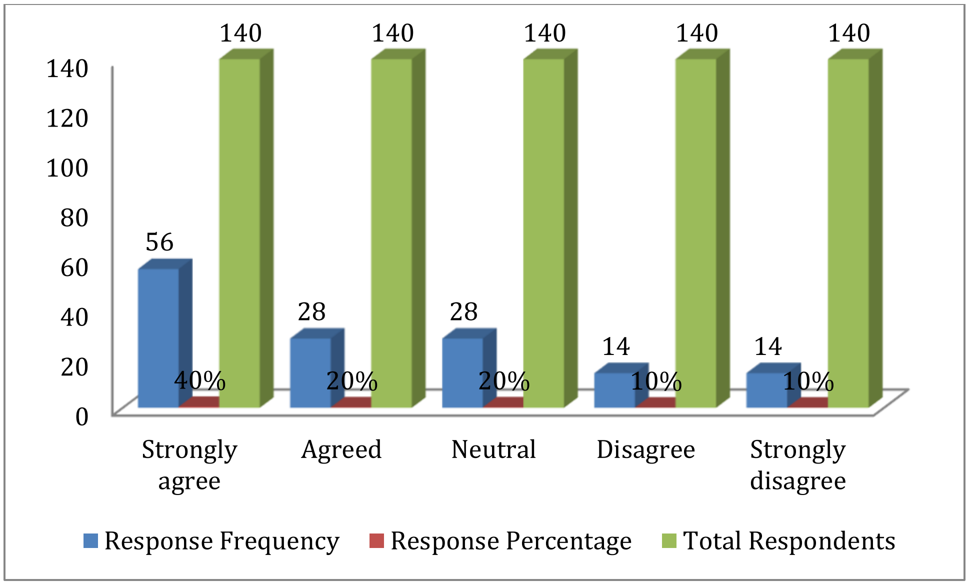

Figure 3: linguistic barriers removed effectively

According to the 40% employees the linguistic related barriers have been removed effectively that positively impacts on the Managing system of the entity.

Question 4

Is there collaboration and coordination between the employee and employer?

Options	Response Frequency	Response Percentage	Total Respondents
Strongly agree	70	50%	140
Agreed	42	30%	140
Neutral	14	10%	140
Disagree	7	5%	140
Strongly disagree	7	5%	140

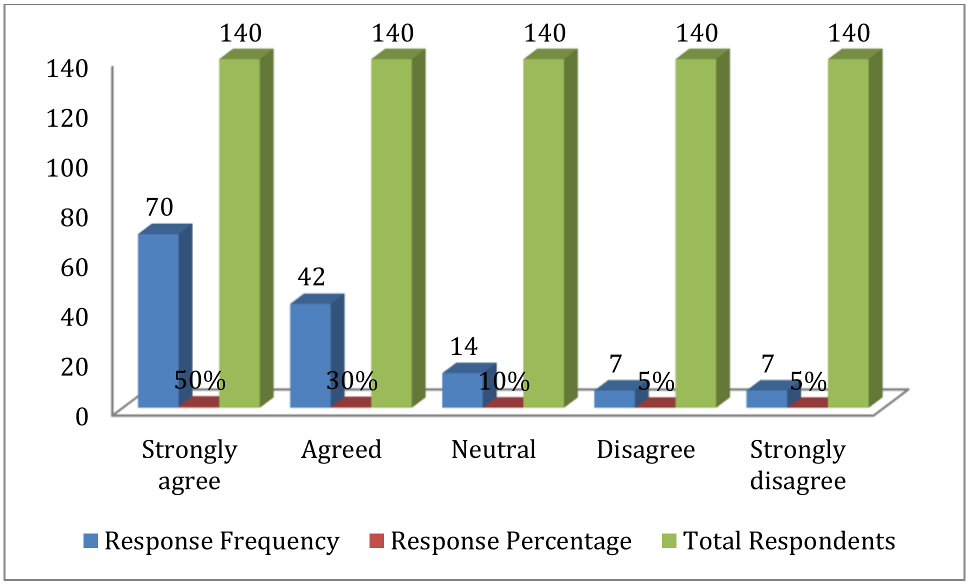

Figure 4: collaboration and coordination between the employee and employer

(Source: Self-created)

There are 50% of employees have provided a positive response on collaboration and coordination between the employee and employer within the company. This improves the overall managerial standard and enhances supporting information for the company.

Question 5

Does effective communication help in the performance excellence of the company?

Options	Response Frequency	Response Percentage	Total Respondents
Strongly agree	42	30%	140
Agreed	7	5%	140
Neutral	14	10%	140
Disagree	35	25%	140
Strongly disagree	42	30%	140

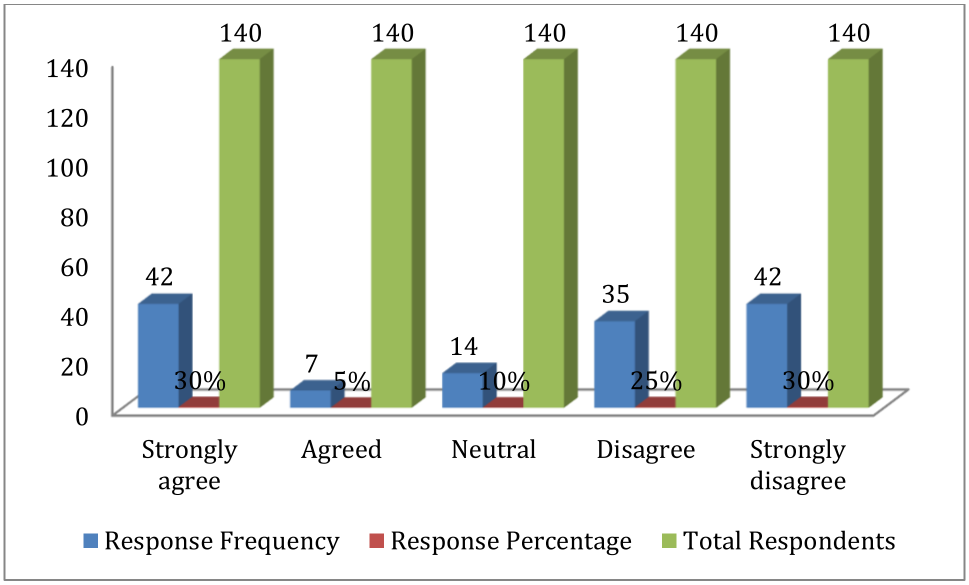

Figure 5: Effective communication help in the performance excellence of the company

The same number of employees has provided positive and negative responses on the fact that effective communication can help in improving the performance of the company. In this way the organization is able to maintain proper associations through the help of different communication approaches.

Question 6

Are the definite aspects of the communication system incorporated within the framework of the organization?

Options	Response Frequency	Response Percentage	Total Respondents
Strongly agree	70	50%	140
Agreed	28	20%	140
Neutral	14	10%	140
Disagree	7	5%	140
Strongly disagree	21	15%	140

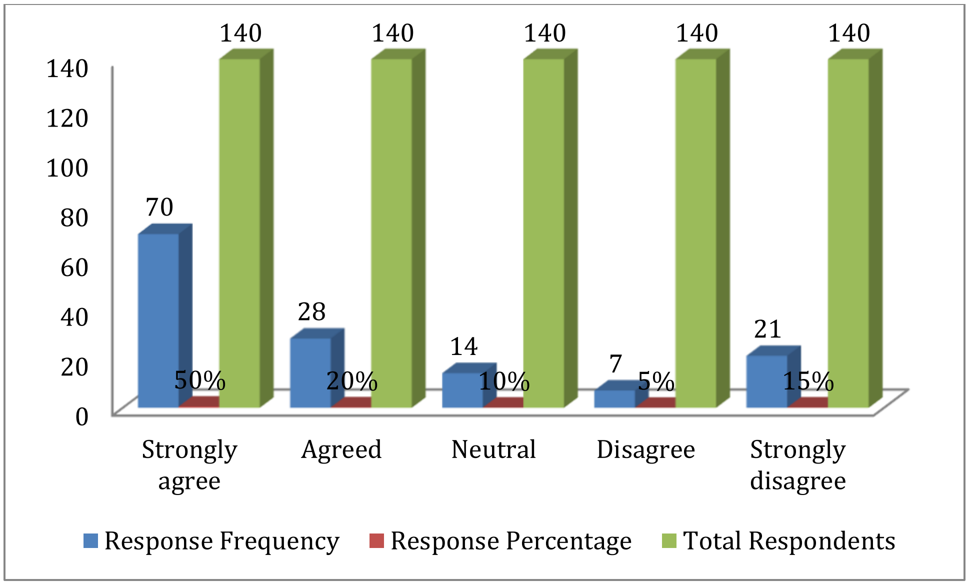

Figure 6: aspects of the communication system incorporated within the framework of the organization

The maximum number of respondents have strongly agreed with the fact that the different aspects of communication are completely incorporated within the framework of the company. This helped in increasing the engagement between the employees that positively influenced the productivity of the firm.

Question 7

Is effective communication analyzed within the framework of the organization?

Options	Response Frequency	Response Percentage	Total Respondents
Strongly agree	42	30%	140
Agreed	42	30%	140
Neutral	21	15%	140
Disagree	28	20%	140
Strongly disagree	7	5%	140

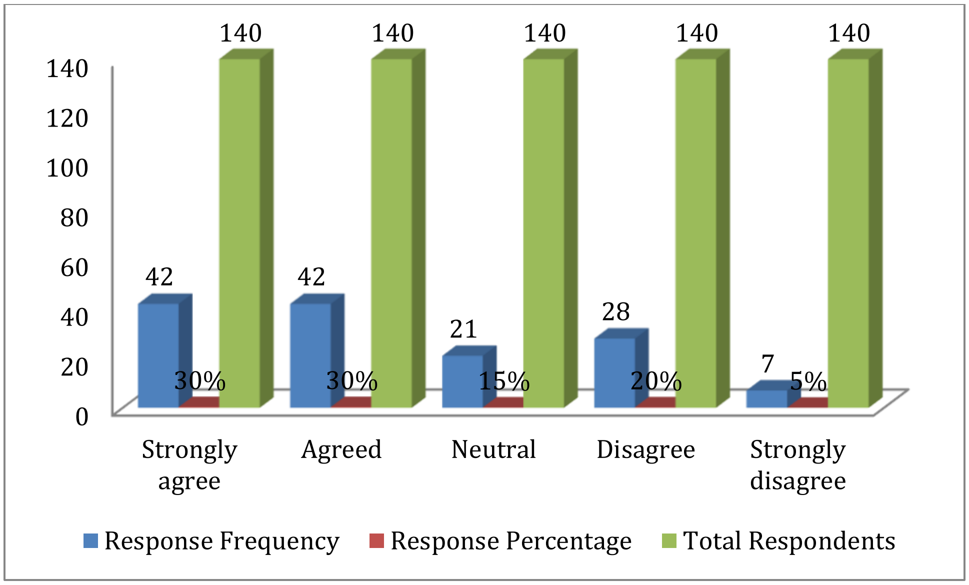

Figure 7: Effective communication analysed within the framework of the organization

Maximum number of employees have agreed with the fact that proper communication is analysed within the framework of the company. This helps in influencing the performance of the employees in a positive way.

Question 8

Do the employees receive training and mentoring for increasing their communication Skills?

Options	Response Frequency	Response Percentage	Total Respondents
Strongly agree	70	50%	140
Agreed	42	30%	140
Neutral	14	10%	140
Disagree	7	5%	140
Strongly disagree	7	5%	140

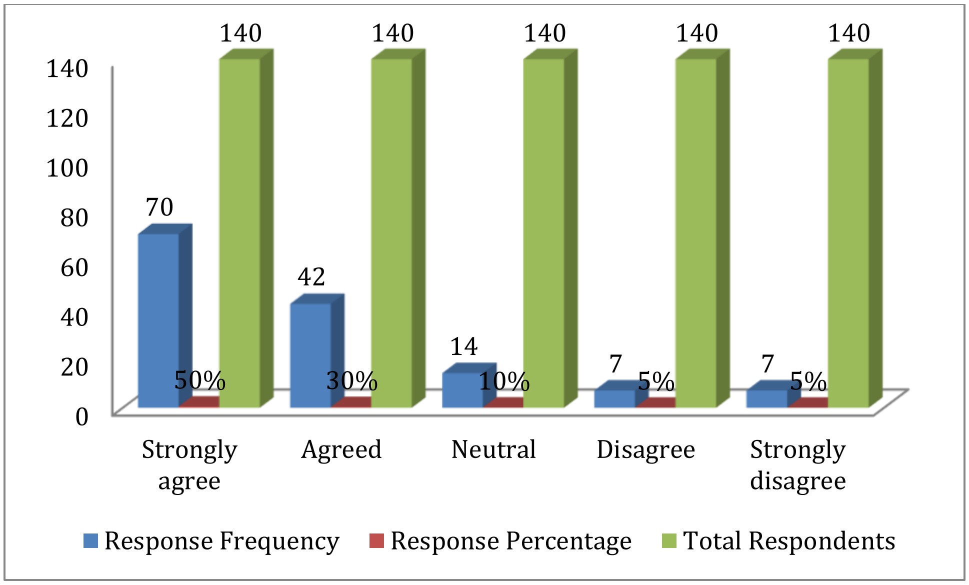

Figure 8: employees receive training and mentoring for increasing their communication Skills

Receiving appropriate training and monitoring is the most important factor for the employees as this helped in improving their communication skills in a positive way. Within the farm there are present employees able to get proper training and monitoring from their higher authorities. This helped in increasing the productivity of the farm and managing all the activities in an effective way.

Question 9

Are there areas of improvement in communication skills?

Options	Response Frequency	Response Percentage	Total Respondents
Strongly agree	42	30%	140
Agreed	42	30%	140
Neutral	14	10%	140
Disagree	21	15%	140
Strongly disagree	21	15%	140

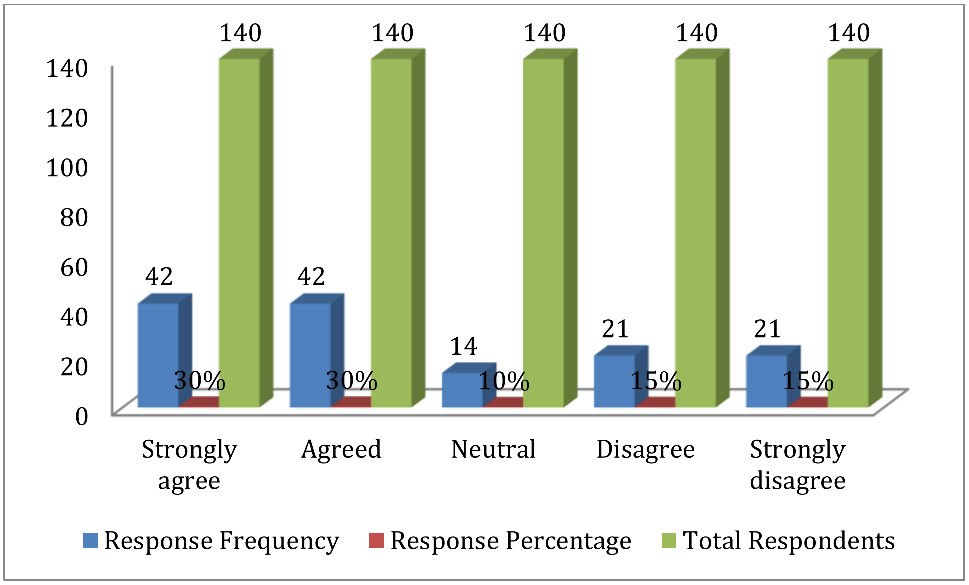

Figure 9: Areas of improvement in communication skills

After analysing the performances of the employees, it can be stated that they also need to improve some areas of communication skills for maintaining more appropriate successful management.

Question 10

Is the company responsible for strategizing its communicative skills and efficiency?

Options	Response Frequency	Response Percentage	Total Respondents
Strongly agree	28	20%	140
Agreed	35	25%	140
Neutral	21	15%	140
Disagree	28	20%	140
Strongly disagree	28	20%	140

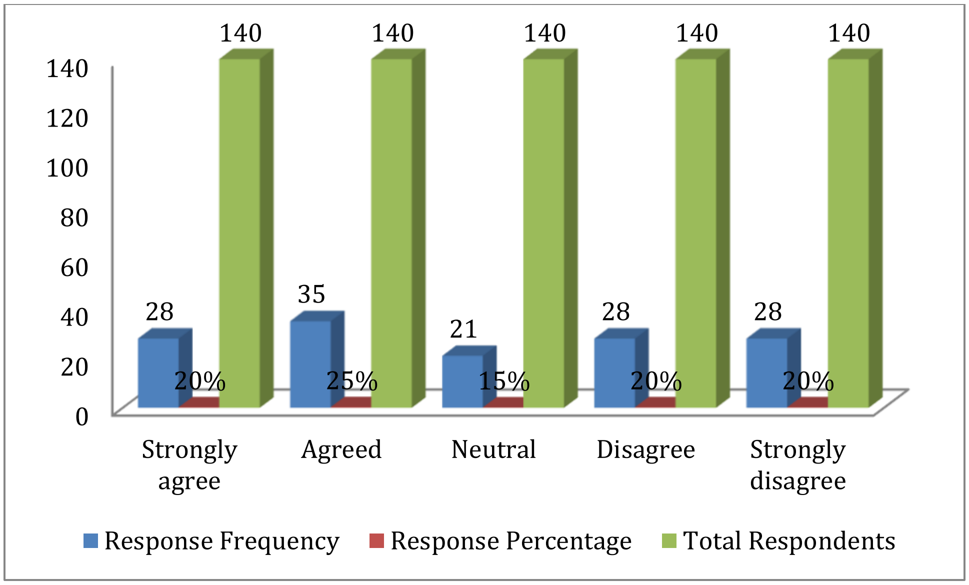

Figure 10: Responsible for strategizing its communicative skills and efficiency

(Source: Self-created)

The company is responsible for strategizing proper communication skills and efficiency. Most number of respondents have provided positive reply.

Question 11

Is the governance of the communication set to slow down the performance of the Employee?

Options	Response Frequency	Response Percentage	Total Respondents
Strongly agree	42	30%	140
Agreed	35	25%	140
Neutral	35	25%	140
Disagree	14	10%	140
Strongly disagree	14	10%	140

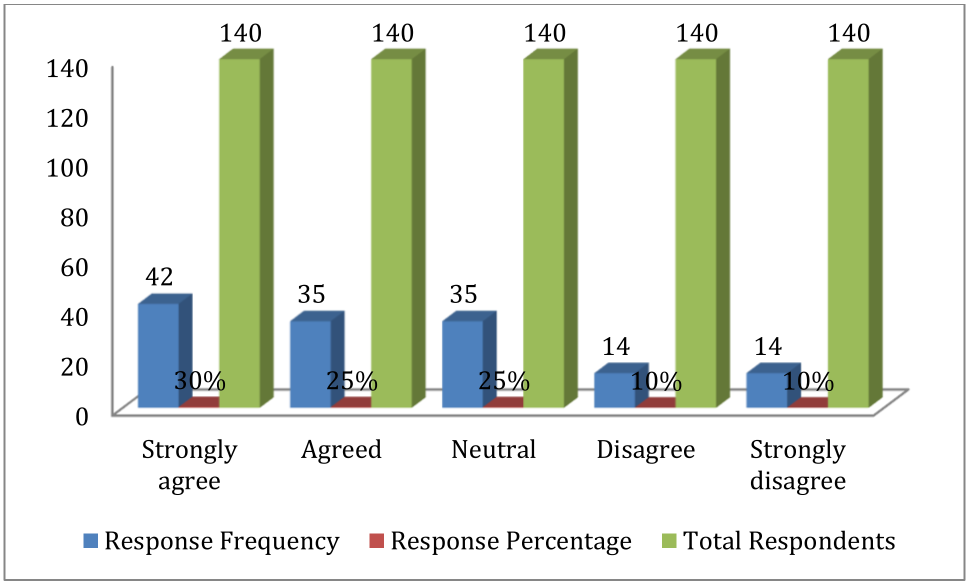

Figure 11: Governance of the communication set to slow down the performance of the employee

There are a number of employees who strongly agree with the fact that Governance of communication is always set to slow down the performance of the employees and this also influences their productivity.

Question 12

Are the employee appraisal procedures followed?

Options	Response Frequency	Response Percentage	Total Respondents
Strongly agree	39	28%	140
Agreed	42	30%	140
Neutral	35	25%	140
Disagree	10	7%	140
Strongly disagree	14	10%	140

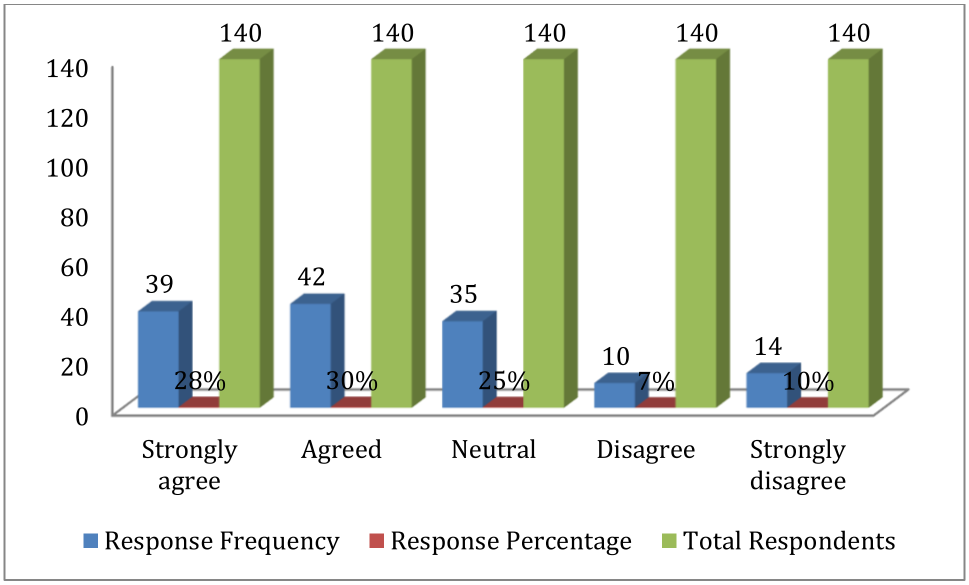

Figure 12: Employee appraisal procedures followed

Overall, the employee appraisal is properly followed.

Question 13

Does organizational objectivity meet with the performance of the employee?

Options	Response Frequency	Response Percentage	Total Respondents
Strongly agree	42	30%	140
Agreed	39	28%	140
Neutral	35	25%	140
Disagree	17	12%	140
Strongly disagree	7	5%	140

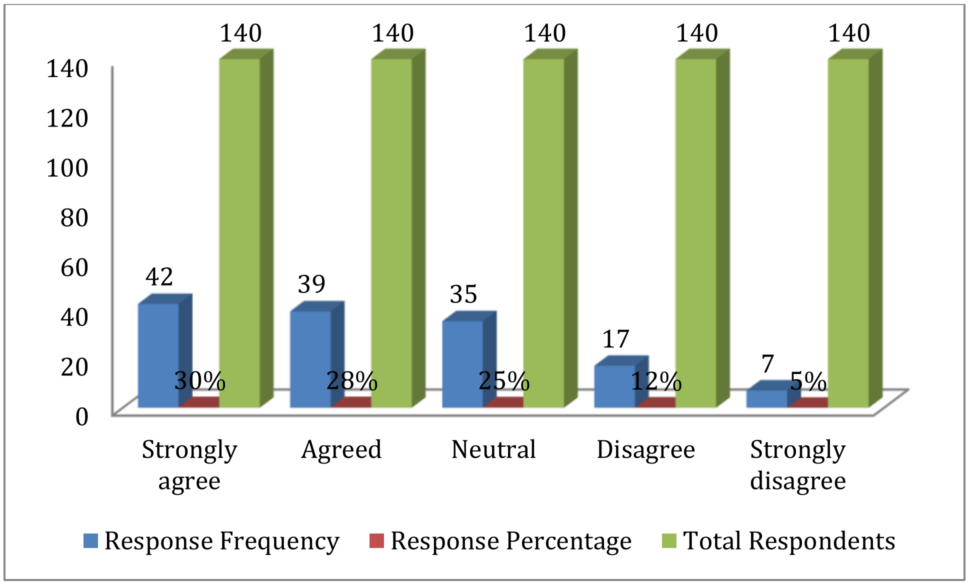

Figure 13: organizational objectivity meets with the performance of the employee

According to the maximum number of employees the company's appropriately meet along with all performance of the employees for enhancing more benefits and opportunities.

Question 14

Is the shortcoming of communicative skills addressed within APM?

Options	Response Frequency	Response Percentage	Total Respondents
Strongly agree	31	22%	140
Agreed	25	18%	140
Neutral	21	15%	140
Disagree	42	30%	140
Strongly disagree	21	15%	140

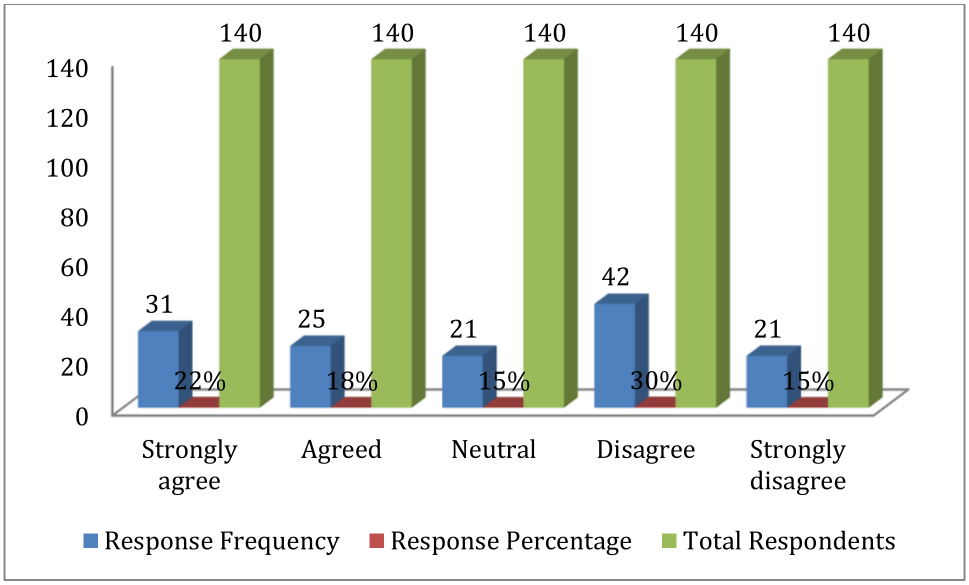

Figure 14: Communicative skills addressed within Appraisal Property

Overall, the shortcoming of communication skill has not been addressed in an efficient way by APM.

Question 15

Are the employees provided with the communication skills?

Options	Response Frequency	Response Percentage	Total Respondents
Strongly agree	35	25%	140
Agreed	35	25%	140
Neutral	28	20%	140
Disagree	14	10%	140
Strongly disagree	28	20%	140

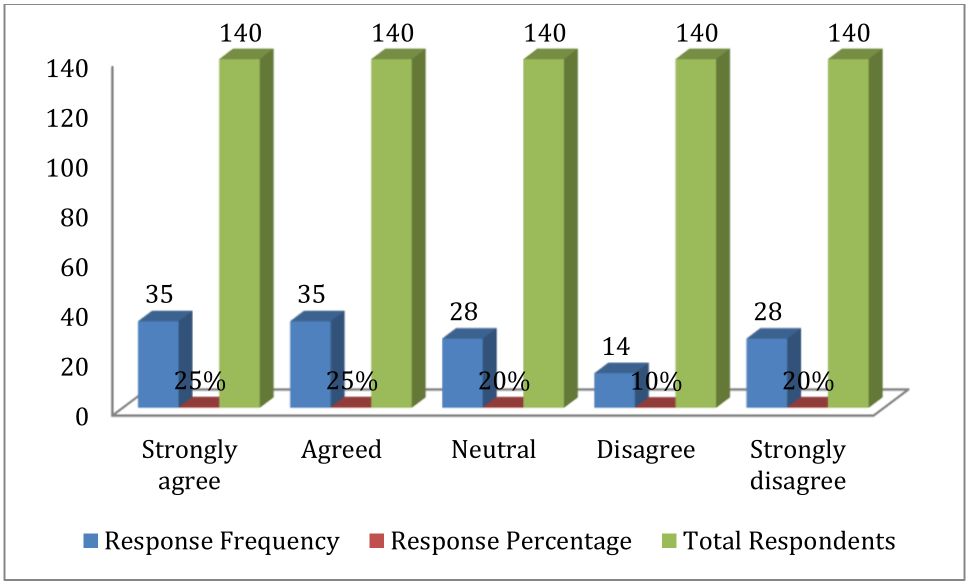

Figure 15: Employees provided with the communication skills

(Source: Self-created)

The majority number of respondents belief they have been provided with the skills that positively impacts on increasing the productivity and customer service procedure of the company.

Question 16

Has the good relationship of communication with employees increased their Performance?

Options	Response Frequency	Response Percentage	Total Respondents
Strongly agree	21	15%	140
Agreed	28	20%	140
Neutral	42	30%	140
Disagree	28	20%	140
Strongly disagree	21	15%	140

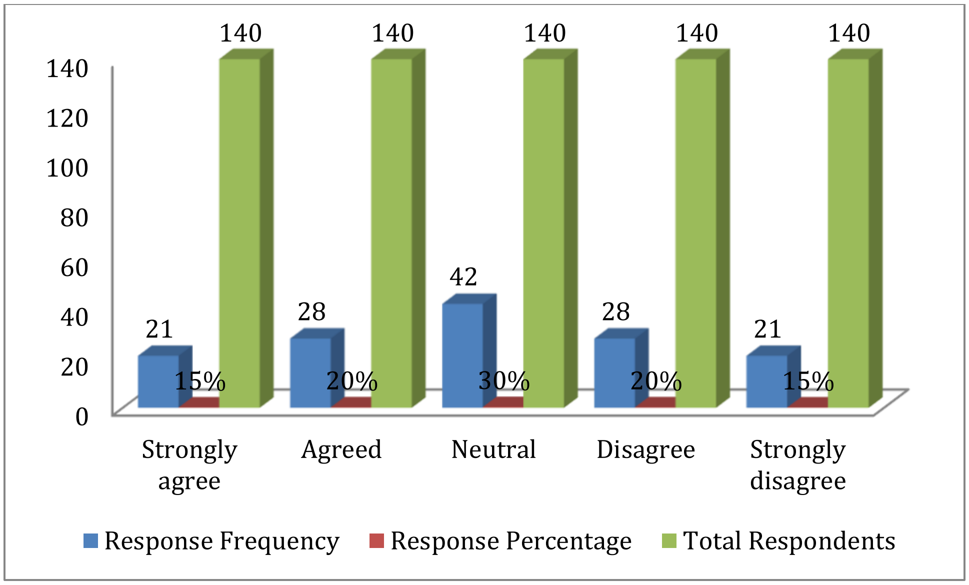

Figure 16: Good relationship of communication with employees increased their Performance

A high number of respondents have provided the neutral reply on the fact that you can maintain a good relationship with employees and be able to improve their performances as well.

Question 17

Is there any distinction, lateral and downward communication systems?

Options	Response Frequency	Response Percentage	Total Respondents
Strongly agree	56	40%	140
Agreed	28	20%	140
Neutral	28	20%	140
Disagree	14	10%	140
Strongly disagree	14	10%	140

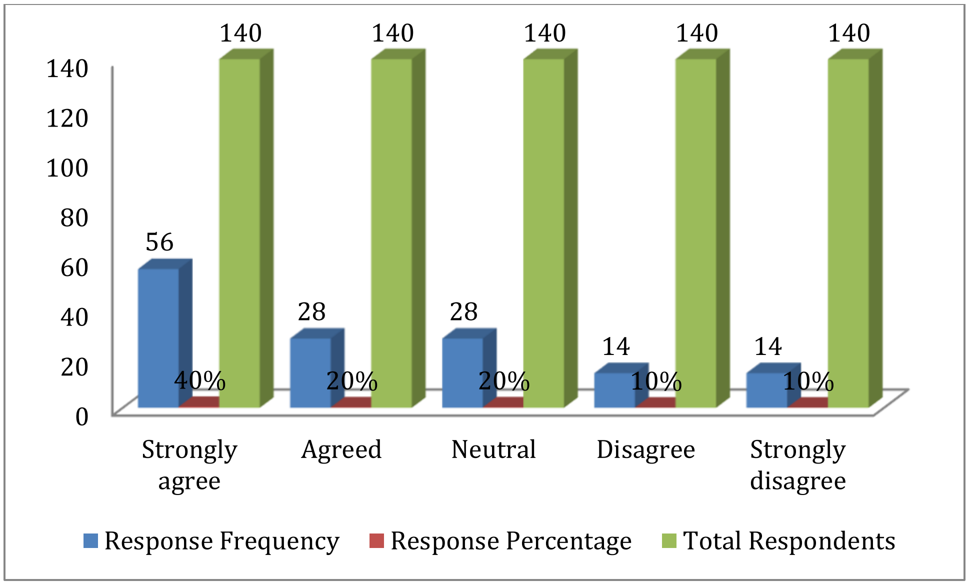

Figure 17: Distinction, lateral and downward communication systems

According to the maximum number of responses there are distinctive downward and Lateral communication systems are involved within the company.

Question 18

Has the communication increased the competency of the employees?

Options	Response Frequency	Response Percentage	Total Respondents
Strongly agree	28	20%	140
Agreed	28	20%	140
Neutral	35	25%	140
Disagree	24	17%	140
Strongly disagree	25	18%	140

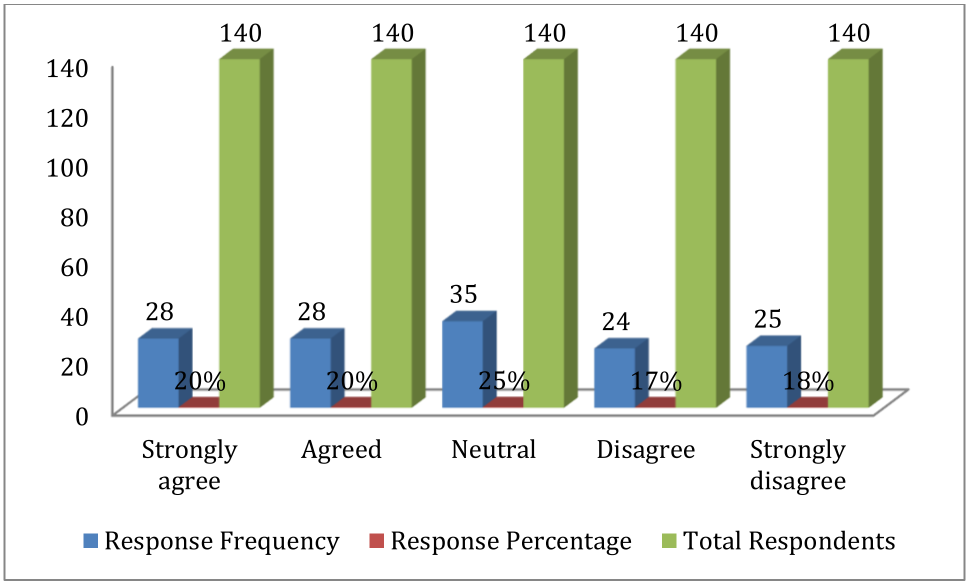

Figure 18: Communication increased the competency of the employees

Communication helped in improving the competency of the employees that positively influenced the company performances.

Question 19

Has the communication increased the punctuality of the employees?

Options	Response Frequency	Response Percentage	Total Respondents
Strongly agree	35	25%	140
Agreed	24	17%	140
Neutral	25	18%	140
Disagree	28	20%	140
Strongly disagree	28	20%	140

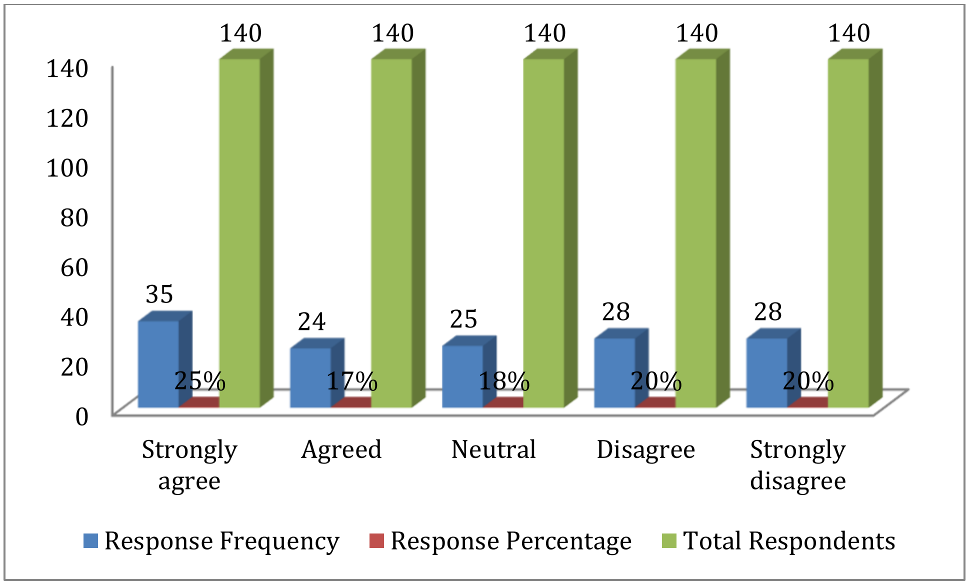

Figure 19: Communication increased the punctuality of the employees

Communication helped in increasing the punctuality of the employees and a higher maximum number of employees have strongly agreed.

Question 20

Has the communication increased the commitment of the employees?

Options	Response Frequency	Response Percentage	Total Respondents
Strongly agree	31	22%	140
Agreed	32	23%	140
Neutral	14	10%	140
Disagree	35	25%	140
Strongly disagree	28	20%	140

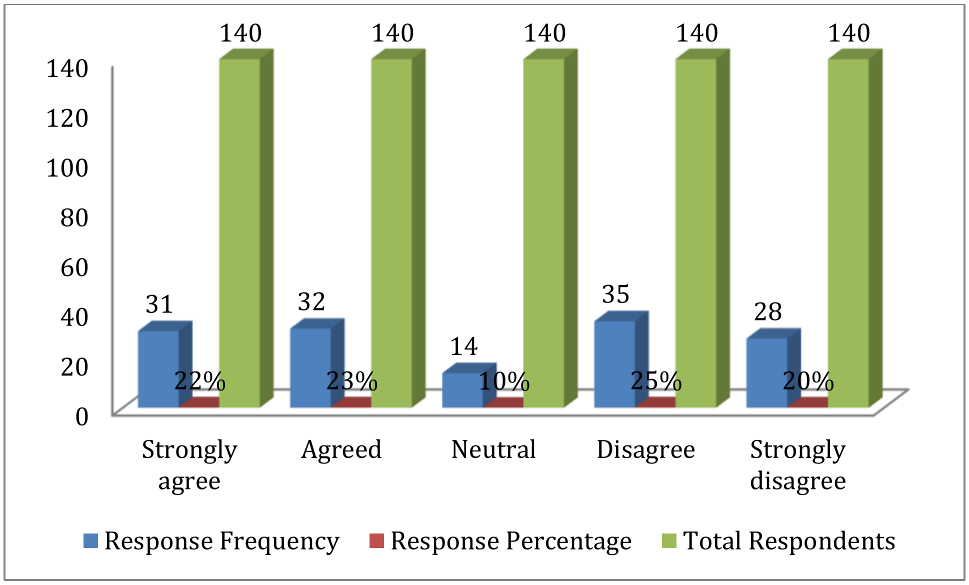

Figure 20: communication increased the commitment of the employees

Effective communication between the employees helped in increasing commitment and improving increase the skills and experiences of the employees.

Conclusion and Recommendations

Importance of effective communication within the organization: Effective communication planning within the organization can manage to channelize proper on-time information so that possible directions and related action-based approaches can be specified and standardized. These standard communication-related prospects connect with the employee productivity management and consider supportive planning so that possible approaches towards maintaining and processing with the current requirements can be structured. The applicable ways to define and manage APM can structure the overall communication procedure and this segment can build the proposed approaches where it is highly significant to generate long-term growth.

Criteria to boost effective communication systems: APM needs to enable the possible work system planning and generate proposed work arrangements further connects with the standard approaches and deals with specified work level assistance that can generate strong approaches with integrated work value management.

Lack of an effective communication system can negatively impact organizational growth. Not having the standard action-related and ineffective coordination can generate various difficulties as the proposed work directions do not get managed. It has also been seen that if the employees cannot generate and propose the standard skill-related approaches and failed to manage the proper communication directions, it can build various difficulties to propose future action planning segments.

Recommendations

Brush up the skills by managing different planning: The formal engagement and associations can be maintained and specified by taking care of the standard action planning initiations and build the structured future directions. The applicable ways in generating and managing the honest feedback and related information segments can initiate the proactive directions so that possible appraisal procedures can be maintained effectively.

Strong communication preparation: The communication with the higher authority and channelize those information processes can generate and initiate a focused and standard pathway so that possible improvement practices can be structured effectively. Additional training and support also can be quite effective as this helps generate and follow the supportive approaches based on the related current action level integrations.

Incorporate effective work drivers: Consider and propose the standard engagement and build the supportive directions by following communication flexibility and adopt the same quickly can access standard and relevant directions so that better opportunities to grow and manage significantly get followed. The recognized values and related indications further can generate better work appreciation and initiate the standard planning and the management team keeps a good track of the entire work-related aspects so that recognizing the best work possibilities can be perfect.

Offering regular feedback: The appropriate discussion over the opportunity-based practices and state the annual performance review related practices channelize the standard ideas about focused opportunity management. This segment further ensures different training and development-related engagement. The performance appraisals need to be supportive to create and generate the standard behavioural indications and propose supportive planning where any issues can be mitigated within a specified period. Generate and build focused information assistance and manage the possible approaches connecting with different feedbacks can maintain standard evaluations so that integrated support prospects can be managed.

Ensure appropriate objectives: The applicable ways in defining and managing the proper business goals direct the major ideas about positive contribution management and create better personal objectives so that possible business priorities can be maintained. Initiate and focus on the standard support and consider the significant approaches help to generate and propose better ideas about significant positive contribution management and channel strong decision making after communicating about the organizational requirements.

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Appendices

INSTRUCTIONS Please respond to each of the items below by circling the one number that most closely describes the extent to which you agree or disagree with the statement. *My leader communicates the fundamental components of the values and beliefs by:*	1 = Strongly Disagree	2 = Somewhat Disagree	3 = Disagree	4 = Neutral	5 = Agree	6 = Somewhat Agree	7 = Strongly Agree
Verbally stating the values and beliefs to me word-by-word	1	2	3	4	5	6	7
Sitting down with me and describing the company's history	1	2	3	4	5	6	7
Verbally repeating the values and beliefs to me.	1	2	3	4	5	6	7
Handing out a copy of the values and beliefs to me.	1	2	3	4	5	6	7
Including the values and beliefs in memos and e-mails.	1	2	3	4	5	6	7
Posting a copy of the values and beliefs in my work area and/or meeting spaces.	1	2	3	4	5	6	7
Having a daily meeting with me about my fulfillment of the values and beliefs.	1	2	3	4	5	6	7
Following the values and beliefs in their daily activities.	1	2	3	4	5	6	7
Only mentioning the values and beliefs to newly hired employees.	1	2	3	4	5	6	7
Monetarily rewarding decisions made in line with the values and beliefs.	1	2	3	4	5	6	7
Providing extra privileges to me when I display behaviors in line with the values and beliefs.	1	2	3	4	5	6	7
Verbally praising me when I make decisions in line with the values and beliefs.	1	2	3	4	5	6	7
Setting milestones and key success indicators to accomplishing the values and beliefs.	1	2	3	4	5	6	7
Providing feedback to me regarding my fulfillment of the values and beliefs.	1	2	3	4	5	6	7
Overall, the people in this organization have a shared understanding of the corporate values and beliefs and where we are going and what we are trying to do.	1	2	3	4	5	6	7
My leader has communicated our current values and beliefs to me.	1	2	3	4	5	6	7

Figure 21: Questionnaire for APM

Source: Wiedower, K. A. (2002). A shared vision: The relationship of management communication and contingent reinforcement of the corporate vision with job performance, organizational commitment, and intent to leave.

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A Systematic Literature Review on Students' Autonomous learning

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Abstract

"The ability to take care of one's learning," according to Holec (1981) (quoted in Thanasoulas, 2000). The term autonomy has aroused great debate, as linguists and educators have been unable to agree on what autonomy actually entails. In fact, for philosophical, pedagogical, and practical reasons, autonomy in language learning is a desirable goal. The role of teacher, on the other hand, is suppressed. As absurd as it is to believe that an infant may grow up without the assistance of his or her mother, considering autonomous learning to be unfettered learning.

In the field of language teaching, teachers use a range of ways to assist students build autonomy by scaffolding them toward independence. Despite the fact that many practitioners do not regard autonomous learning to be synonymous with teacher-less learning, many practitioners see learner autonomy as synonymous with self-access and, in particular, technology-based learning. According to the author, if pupils are to be independent, there will be a great need for direction because the ability to take responsibility of one's own learning is not innate but must be taught. It would be nonsensical to claim, as Thanasoulas (2000) does, that learners enter the learning scenario with the knowledge and skills to organize, monitor, and assess their learning, or to make content or objective decisions. The purpose of this study was to explicate the idea of autonomy from philosophical and theoretical viewpoints, as well as to provide some pedagogical implications, in order to respect the teacher's role as the primary scaffolder in the educational classroom in solidifying learners' autonomy.

Keywords: Autonomy, liberatory autonomy, learning strategies, chaos complexity

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1. Introduction

For many years, we have been told that autonomy is essential. According to Immanuel Kant, autonomy is the foundation of human dignity and the source of modality (cited in Hill, 1991, p. 43). As a result, autonomy has been lauded as a fundamental goal of education. Autonomy, like many philosophers' favorite terms, does not refer to a single concept; it implies diverse things to different people. "Little progress can be achieved in arguments about autonomy until these different conceptions are sorted out," Hill (1991) asserts. (Page 44)

Learner autonomy is interpreted differently in language education, and phrases like 'learner independence," self-direction,' and 'independent learning' have been used to refer to related principles. It is worth noting that autonomy as a social process can be seen as a break from education as well as a redistribution of power in relation to knowledge formation and the responsibilities of participants in the learning process. There is a great deal of worry in the field of language acquisition regarding what approaches teachers may use to assist kids who are unable to develop skills to study, assess, and control their own learning (Ustunlouglu, 2009). A growing number of research papers are focusing on the causes of this failure, with several authors (including Rivers, 1992; Brindley, 1990) suggesting ways to improve. According to Brindley, one topic of research is autonomy, which is defined as the degree of responsibility pupils take for their own learning (1990).

2. Review of the Literature

In the last twenty years, the concept of learner autonomy has risen in prominence as a desirable end-state in many parts of the world. Palfreyman and Smiths (2003) list numerous reasons why it's important for language students to become independent: Learners need to take responsibility for their education and make the most of all learning opportunities, inside and outside of the classroom, since autonomy is a basic human right and because autonomous learning is more efficient than other forms of instruction (p. 1).

In order to explain the importance of student autonomy in language learning, Benson (1997) suggests the following three broad categories:

1.a "technical" perspective with an emphasis on unsupervised learning abilities or methods: distinct categories of action or procedure, such as "metacognitive," "cognitive," and "social" techniques outlined by Oxford (1990);

2. a "psychological" viewpoint, which places an emphasis on the learner's larger attitudes and cognitive capacities that allow for autonomous learning;

3. a "political" viewpoint, which places an emphasis on the learner's empowerment or emancipation through the means of education (Palfreyman & Smiths, 2003, p.3)

According to Omaggio (1978), there appear to be seven primary characteristics of autonomous learners:

1. Self-directed learners have awareness of their own learning methods and practices; 2. Be proactive in their approach to the learning task at hand;

3. Be willing to take risks, i.e., communicate in the target language at all costs; 4. Be good guessers;

5. Pay attention to form as well as content, i.e., value accuracy as well as appropriateness; 6. Develop the target language into a distinct reference system and are willing to revise and reject hypotheses and rules that do not apply;

7. Have a tolerant and outgoing attitude toward the target language. (Thansoulas, 2000)

Thanasoulas's paper (2000) "What Are Learner Autonomy and How Can It Be Fostered?" describes three knowledge and learning approaches and discusses how each relates to autonomy.

a) First, positivism, which holds that our knowledge of the world is a faithful reflection of reality. If teachers are the gatekeepers of this truth, then learning takes place when information is exchanged between students and teachers. This could lead to classroom dynamics in which teachers are viewed as the experts and students are treated as receptacles for the knowledge and experience of their instructors. Positivism, on the other hand, upholds the widely held view that knowledge can be discovered rather than taught, and that the "hypothesis-testing" approach to learning is superior (ibid). (italics added) Positivist approaches overlook the importance of encouraging learners to direct and evaluate their own learning, as well as the importance of fostering an environment where students feel safe taking risks.

b) According to constructivists, people make sense of the world by sifting through and rearranging the data at their disposal. Constructivism challenges positivism by arguing that rather than internalizing or discovering objective information, people restructure and reorganize their experiences to form their own knowledge.Since knowledge is something that is "built up by the learner," Constructionism "leads immediately to the notion that knowledge cannot be taught but only learnt (that is, created)," as stated by Candy (as cited in Thanasoulas, 2000). Constructivism has been shown to foster students' psychological forms of autonomy, including those that relate to their actions, beliefs, and motivations. Learner independence is crucial to building reflective competence, and constructivist approaches support and foster this.

c) Constructivism and the humanities' approach to critical theory both share the view that knowledge is constructed rather than discovered or imparted. It argues that knowledge does not accurately reflect the world as it is, but rather is made up of "competing ideological renderings of that reality embodying the interests of various social groupings" (Benson & Voller, 1997, cited in Thamasoulas, 2000). Students in this approach think critically about issues of authority and ideology and are seen as active participants in a social setting with the potential to affect positive change. A more social and political context is provided for learner autonomy within critical theory. Learners are able to overcome their own preconceptions and develop into independent thinkers and "writers" when they are subjected to the constraints imposed by the social context in which their learning is taking place.

According to Kuaravadivelu(2006), post-method pedagogy includes both the narrow and broad understandings of learner autonomy (2003, referenced in Kumaravadivelu, 2006, p. 176). While those with narrow perspectives stress students' cognitive abilities, those with broader ones emphasize their freedom from oppression. Fostering students' agency in their own learning is crucial in preparing them for success in higher education and beyond. Those in charge are responsible for establishing objectives, deciding on approaches, monitoring their implementation, and assessing their results. Many professionals may have a fixed notion that the role of the teacher is a lifeless one in the classroom. There is no one, simply defined conduct or condition of affairs that we can call "autonomy," but Little (1991) seems to have nailed it when he wrote that (1) autonomy does not mean letting students get on with things as best they can without a teacher, (2) autonomy does not mean letting students get on with things as best they can in the classroom, (3) autonomy is not something teachers do to students, i.e., it is not another teaching method, and (4) Autonomy is not something that students are taught; There is no one, simply defined conduct or condition of affairs that can be regarded as "autonomy" in education.

In contrast to the narrow perspective of learner autonomy, which sees learning a language as an end in itself, the broad view sees language acquisition as a route to liberation. In other words, academic autonomy is represented by the former, whereas liberator autonomy is represented by the latter. In the same way that academic autonomy helps students to learn effectively, liberator autonomy empowers students to think critically. (Little,2003, p. 177)

2.1 A critical assessment of the function of the educator

Numerous iterations of the idea of independence crop up in studies of second language instruction and acquisition. One premise is that there is a significant gap between how teachers and students view the processes in which they are both engaged, and thus how they conceptualize ideas like autonomy. The institutional and pedagogical learning arrangements within prescribed curricula are of primary concern to teachers exercising their discretion. For the purposes of this discussion, "autonomy" refers to the student's ability to make decisions that are ultimately within their own best interests rather than those of the instructor. Benson (2008) argues that the focus of learner autonomy should be on the students' interests and how classroom content applies to their lives outside of school.

According to Little (1991), student and teacher independence are interdependent. Little (1991) suggests that educators who wish to encourage student independence "start with themselves" by examining their own pedagogical tenets, assumptions, and practices. To emphasize, student independence does not mean that the instructor has no control over the material being taught (Thanasoulas, 2000). Teachers play a crucial role in encouraging student agency in the classroom by establishing a safe and supportive atmosphere. The belief that the classroom can and should be a site for democratic practices is another argument in favor of putting the focus on the students. Therefore, in this framework, teachers are not viewed as "bank-clerks" who deposit their own work into their students' portfolios. As opposed to what is taught in class, what is communicated to students and the community through their schools is what is known as the "hidden curriculum" (Loporchio, 2006 cited in Jacobs & Farrell, 2010, p. 18). Students may be less likely to learn how to operate in a democratic learner-centered context or even how to insist on this technique if they sense they are being defied by this right if classroom practices are overly autocratic, even while schools and society talk about democracy (Jacobs & Farrell, 2010). Problems arise for humanist thought and action when attempting to value diversity and democracy, both of which are intrinsically linked to individuality and humanity. Hassaskhah claims that the notion that language instruction should be open to all members of the community is one that has been widely accepted for some time (2004). (p. 54). Autonomy is not a matter of being alone but of relating to others. Veugelers (2011) argues that it is people's situated agency. The people with whom one engages in social and political contexts are crucial to the growth of one's capacity for self-determination and humanity. Progress in areas such as society, culture, and politics can help people feel more empowered and connected to their fellow humans. The struggle for social justice in our societies, cultures, and governments is intrinsically linked to human development. Humanists hold that self-aware, critical citizens are essential to any society's ability to advance (Veugelers, 2011).

2.2 Learning approach and self-determination

According to Zimmerman (1998), "strategic learners" are students who are able to self-regulate their locus of control throughout the learning process. Students can develop the skills necessary to become self-regulated learners when they are exposed to the rewards associated with doing well on tasks, hearing about the successes of others, being persuaded persuasively, and being in a physically comfortable state (Ustunlouglu, 2009). Learning to recognize one's own learning style and strategies allows students to capitalize on their strengths and address their weaknesses (Benson, 2007, as cited in Jacobs and Farrell) (2010, p. 18). Research shows that our students may learn to successfully influence their own strategy utilization if we put an emphasis on learner strategies in second language instruction, so Jacobs and Farrell argue (2010). A learner's learning style is predetermined, but their personality is not as easily altered as their preferred learning method (Jacobs and Farrell 2010).

2.3 Autonomy and the complexity of chaos

To paraphrase Paiva(2006), autonomy is a socio-cognitive system embedded within the SLA system. It encompasses not only the internal mental processes of individuals but also the larger societal, political, and economic contexts in which they exist (cited in Paiva, 2011, pp. 63). Having the characteristics of a non-linear process, it is subject to periods of instability, adaptability, and change. This is not a permanent condition, but rather its end result. A key component of SLA is encouraging students to take charge of their own education and initiate a process of learning that goes well beyond the confines of a traditional school setting. Self-directed students "make use of linguistic affordances in their context and take action by engaging in second language social behaviors," according to the literature (p.63).

One's level of independence may shift, for instance, if one decides they want to do more independent learning. Writing from a complexity perspective, Paiva and Braga state, "Autonomy, in the context of complexity, encompasses properties and conditions for complex emergence and is intrinsically related to its environment" (2008). Therefore, its dynamic structure determines how it interacts with its environment, as stated by Paiva (2011, p.63). There is mutual dependence and independence between the language learner agent and the target language, but the agent can also affect and be affected by the learner's own social practices. Despite the fact that "there is no single, universal theory of autonomy," as Murphy puts it, "there is agreement on the educational value of growing autonomy," and "autonomy can take a range of forms, depending on the learning setting and learner characteristics" (2011). (pg. 17))

2.4 Autonomy in the workplace: a practical guide

A teacher is necessary for students to develop independence; this is the same as saying they must adhere to a set of predetermined procedures. Putting it another way, "teacher-less learning" does not describe the autonomous learning process (Thanasoulas, 2000). Sheerin (1997, cited in Thanasoulas, 2000) argues that educators are pivotal in preparing students for self-access and providing the necessary scaffolding once they've entered it. Lack of teacher willingness or ability to "wean students away from teacher dependence" threatens students' ability to make decisions for themselves. Rarely is it easy for teachers to make the leap from information provider to counselor and manager of course materials. Specifically, Kumaravadivelu's 2006 book. Meaninful (liberator) autonomy can be encouraged in the language classroom through means such as:

•encouraging learners to assume the role of mini-ethnographers to investigate and understand how, for instance, language as ideology served vested interests.

•asking them to reflect on their developing identities by writing diaries… related to the social world

•helping them in the formation of learning communities where they develop into unified, socially cohesive, mutually supportive groups seeking self-awareness and self-improvements. •providing opportunities for them to explore the unlimited possibilities offered by online services and bringing back to the class their own topics for discussions, and their own perspectives on those topics. (p. 178)

Students cannot achieve such a lofty goal on their own, as Kumaravadivelu (2006) argues, because all those who create their educational agenda, notably teachers, must be willing to help.

Thanasoulas (2000) explains how to promote independence through self-reporting, diaries, assessment sheets, and persuasive communication. It is his opinion that there are two types of personal reports: introspective and retrospective. The purpose of an introspective self-report is to have students think about how they learn best, while the objective of a retrospective self-report is to have them consider how far they've come in the past. The use of self-reports is warranted if it aids students in becoming more cognizant of their own learning strategies and the importance of critically examining their own actions, aims, and outcomes. Thanasoulas (2000) argues that the second strategy, using diaries and assessment sheets, is meant to change students' views of themselves by showing them that their alleged shortcomings stem from an absence of efficient strategies rather than an actual lack of potential. In the second approach, students make use of evaluation sheets and journals to plan, monitor, and assess their academic progress. As a result, they are better able to pinpoint problems and propose viable solutions. This strategy is based on the idea that students can be encouraged to reconsider their prior judgments by being shown compelling evidence about a situation.

Nowlan (2008) suggests keeping a journal and using the internet and other modern tools to help with language learning. Meanwhile, Rao's students have found success with the use of portfolios.

In addition to getting students involved in the assessment process, portfolios inspire students to take their English skills to the next level by fostering a growth mindset. Furthermore, portfolio evaluation incorporates all stakeholders—students, teachers, and peers—in the evaluation process, which allows for a more accurate reflection of the learner's strengths and growth areas. Portfolios emphasize growth, effort, and achievement while connecting learning, assessment, and instruction. Students can keep track of their processes of planning, learning, monitoring, and evaluating with portfolios. Self-directed learning, process facilitation, and student awareness of learning strategies can all benefit from this. (p. 120)

3. CONCLUSION

A central idea in this article is that educators should help students develop an introspective understanding of their own learning styles and strategies. On the other hand, autonomous learning does not imply the absence of instructors. The results of the survey indicate that the majority of students do not feel confident in their own abilities, are not willing to take responsibility for their own learning, and continue to place their faith in their teachers as the sole decision-makers in the classroom. The results demonstrate the importance of incorporating learner autonomy into language courses through the use of a systematic approach to instruction, delivery, and content.

Autonomy, as a socio-cognitive system, is not a stable state but a dynamic, non-linear process. Therefore, independent learners make the most of linguistic resources available to them and actively participate in social activities in the target language. Therefore, in order for students to eventually become self-sufficient, teachers must initially provide scaffolding for them to learn more efficiently. Without this, it will be much more challenging to gain institutional backing for independent learning and successfully integrate it. Teachers must also devote time and energy to their own professional development during this time. What kind of information is necessary for students to make decisions on their own? What kind of preparation is possible for teachers? The use of self-study materials, technologies, and resources requires students to be introduced to and guided through the process. Advisors at the Self-Access Center can point students in the right direction.

To summarize, the findings show that students do not consider themselves to be sufficiently independent in language acquisition, and thus teachers need to be able to guide students toward autonomy, as shown by the results. Rather than prescribing the learning process, teachers who value students' input, involve them in lesson planning, establish clear learning objectives, and encourage them to take initiative in their education are more likely to see positive results.

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